
Integrated Performance Evaluation Pilot Course

Volume 1: Student Notebook

**Decision and Information
Sciences Division
Argonne National Laboratory**



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Integrated Performance Evaluation Pilot Course Volume 1: Student Notebook

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INTEGRATED PERFORMANCE EVALUATION

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IPE INTEGRATED PERFORMANCE EVALUATION

IPE

Welcome

**Integrated Performance Evaluation
Pilot Course
Pine Bluff CSEPP Community**

Notes

IPE INTEGRATED PERFORMANCE EVALUATION

Exercise Co-Directors

<u>Offsite</u>	<u>Onsite</u>
Lisa Hammond	Paul Carnithan
FEMA Region IV	SBCCOM

IPE INTEGRATED PERFORMANCE EVALUATION

Purpose of Course

- Prepare and train exercise evaluators and controllers for CSEPP's second pilot exercise using the Integrated Performance Evaluation (IPE) process.
- Provide new evaluators and controllers basic training in those roles.



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Course Overview

- 2-day course
- Separate training streams for new and experienced evaluators and controllers
- 5 student activities as evaluation teams
- Prepare for and evaluate a mock exercise
- Prepare a written team evaluation report

Notes

Evaluator and Controller Training, Day 1

Time	New Evaluators	Experienced/Lead Evaluators
0800	<i>Course Introduction and Overview</i> Joint Session: Exercise Co-Directors' Welcome and Remarks Facility orientation Introduction of Instructors Overview of Course (purpose; course agenda, schedule, and breaks; breakout sessions; and course critiques)	
0900	<i>Basic Evaluator and Controller Training for New Evaluators</i>	<i>Evaluator and Controller Training for Experienced CSEPP Evaluators</i>
1000	<i>Basic Evaluator and Controller Training for New Evaluators (Cont.)</i>	<i>IPE Overview for Experienced CSEPP Evaluators</i>
1130	Lunch	
1300	<i>Basic Evaluator and Controller Training for New Evaluators (Cont.)</i>	<i>IPE Overview for Experienced CSEPP Evaluators (Cont.)</i>
1400	<i>IPE Overview for New Evaluators</i>	<i>IPE Overview for Experienced CSEPP Evaluators (Cont.)</i>
1530	<i>Activity 1: Working with IPE Streams</i> Joint Session (teams work at tables in the Main Ballroom): Orientation — Evaluation Teams Established Student Activity: Teams review mock evaluator's notes and identify appropriate response streams for each entry. Students should use definitions provided in IPE Glossary (Tab 9, page F-1).	
1700	<i>End Day 1 Training</i> (Team and stream leaders stay for co-directors' meeting.)	
1700-1800	Team and Stream Leaders' Meeting with Exercise Co-Directors	

Evaluator and Controller Training, Day 2

Time	New Evaluators	Experienced/Lead Evaluators
0800	<i>Opening Remarks and Administrative Announcements</i>	
	Overview of Day 2 training	
0830	<i>Activity 2: Developing a Team Timeline</i> (Teams work at team tables in the Main Ballroom.) <p><i>Student Activity:</i> Utilizing three different sets of mock evaluator's notes, students will develop:</p> <ol style="list-style-type: none"> 1. A jurisdictional timeline, and 2. A listing of jurisdictional actions to be included in the exercise significant events timeline. 	
0930	<i>Activity 3: Pre-Exercise Planning</i> (Teams work at team tables in the Main Ballroom.) <p><i>Student Activity:</i> Utilizing the JIC Evaluation Package, teams will study the exercise package contents and then plan the following:</p> <ol style="list-style-type: none"> 1. Pre-exercise planning — team coverage, 2. Team members' mutual support in data collection, 3. Planning to obtain information collected by other teams, and 4. Development of a data collection plan based on the format provided. 	
1100	Lunch	
1230	<i>Activity 4: Exercise Observation and Data Collection</i> (Teams work at team tables in the Main Ballroom.) <p><i>Student Activity:</i> Teams will divide into three groups and move to appropriate break-out rooms. At each break-out room, students will observe portions of a mock exercise and then return to their teams to discuss and share their observations with other team members.</p>	
1400	<i>Activity 5: Exercise Report Writing and Timeline Development</i> (Teams work at team tables in the Main Ballroom.) <p><i>Student Activity:</i> Students use their evaluator's notes from Activity 4 and the list of common issues identified by the class in Activity 4 to develop an exercise team report for the JIC response stream and a team jurisdictional exercise timeline.</p>	
1700	<i>Questions and Answers</i> General Announcements Completion of Course Critiques End Day 2 Training	

Welcome to...



CSEPP Review of Emergency Exercise Evaluation and Control

Notes

Getting to Know You

What is your previous experience as an evaluator or controller?

- None: Why am I here?
- Aware, but never been to one
- 1 or 2 exercises
- Lots

Purpose of Training

- Review evaluator/controller responsibilities
- Review best practices in data collection and note taking

Purpose of Training (Cont.)

- This course will **not** teach you the technical aspects of any specific emergency responder's actions.
- Evaluators and controllers should already be technical experts in the areas assigned to them.

Notes

Monitor Safety



Evaluate Exercise Play



Evaluate Exercise Play (Cont.)



Notes

Evaluate Conduct of the Exercise



Stand near the Action



Be Observant!

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Controllers Injecting and Tracking Play in SIMCELL



Notes


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Controller Injecting Play at Facilities



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Controller Injecting Play in Field



Controller Injecting Play in Field (Cont.)

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Providing
Post-decon
Information



Notes

Provide Oral Reports

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Local Hot Wash

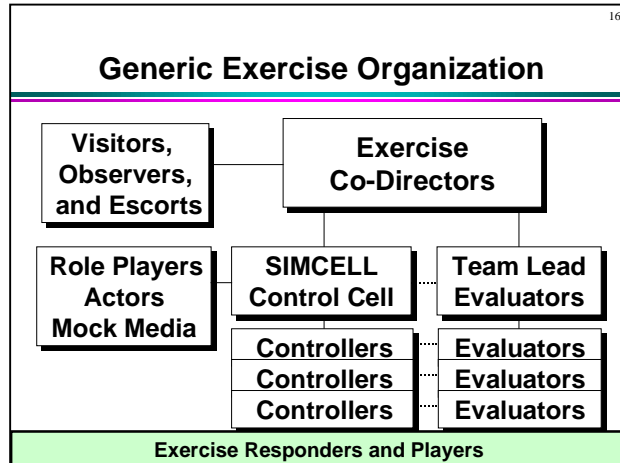


Post-exercise Briefing

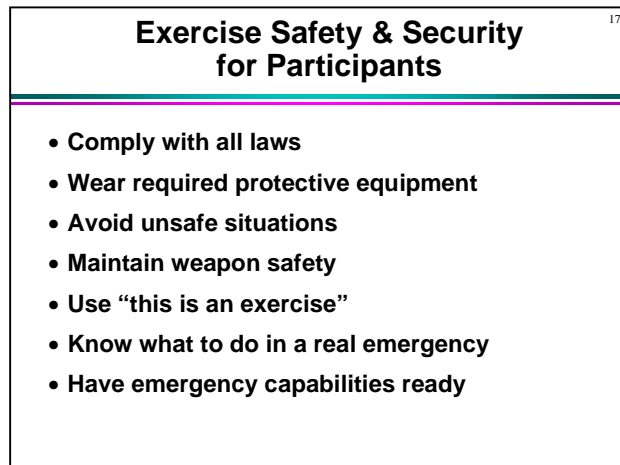
Provide Written Reports

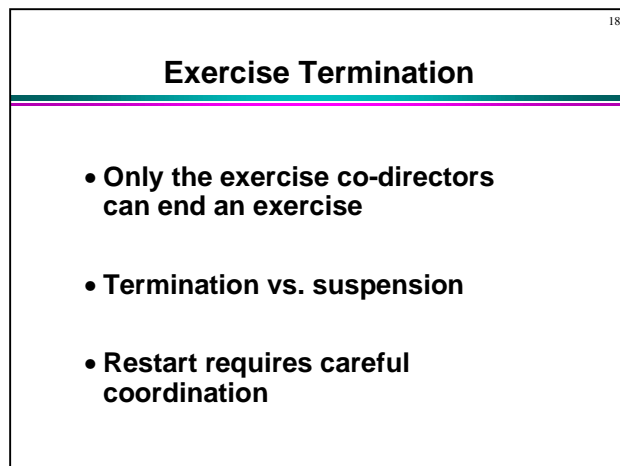
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Notes






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Steps to Successful Pre-exercise Preparation




Attend pre-exercise training



Review exercise package



Understand scenario and extent of play



Ask questions — **understand your assignment**

Notes

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Role of an Evaluator

Based on plans, procedures, agreements, extent of play, etc., observe, document, and evaluate the capability of:

- Responders
- Facilities
- Equipment
- Resource documents

to provide effective emergency response, mitigate the incident, and protect the health and safety of the public.

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Observation and Evaluation Tools and Techniques

- Know the scenario and extent of simulation allowed
- Review local plans and procedures
- Take detailed notes
- Focus on critical activities
- Stand near the action
- Divide responsibilities (team coverage)

Focus on Significant Activities

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- Initiation of scenario events
- Activation and staffing times
- Response to the scenario
- Key decisions made and implemented
- Deviations from plans and procedures
- Completion time of events

Notes

Evaluators' Notes

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Evaluators document the exercise by maintaining a chronology, or time line, of important events, decisions, and actions in their area.

Evaluators' Notes

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S. Wilson 5/17/00 County Warning Point + EOC

<u>Time</u>	<u>Notes</u>
0730	Arrived County 911 - WP next to EOC
0805	Hot line call from J. Brown at Depot - Explosion in Igloo 417. Some injuries; on-site siren activated and PAR to evacuate sector 9 to South.
0808	WP notified EDO + EOC of incident + facts (ok)
0809	Moved to EOC
0810	EDO begins notify ERO persons
0821	EDO ends notify ERO persons (got N list)
0825	Emer. manager arrives and is briefed by EDO
0830	EM declares EOC fully operational

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Gather Exercise Information; Collect Exercise Material

Other Material

Exercise Messages

Player Logs

Notification Forms

<u>Time</u>	<u>Event</u>
0935	Received call to report to ECC
0942	Arrived ECC
1048	Began notifications to offsite organizations
1055	Completed notifications

Notes

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Why Keep Accurate Notes?

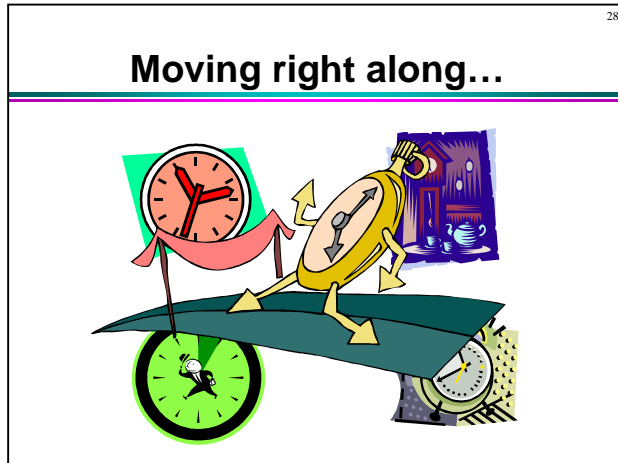
Keep accurate notes so that after the exercise you can analyze events correctly by answering the following questions:

- What happened?
- What was supposed to have happened?
- Why was there a difference?
- What was the impact?
- What should be learned and what are the recommendations for correction?

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Student Activity

Student Notebook
Tab 2, page 11

Notes

Who Does What?

Which exercise participants do these phrases apply to? Note that some phrases may have more than one correct answer.

Who...	Name
Acts as local and national reporters to make exercise inputs?	
Demonstrates the ability to accomplish tasks defined in their plans and procedures?	
Depicts the accident scenario or its simulated consequences to the responders and players?	
Has final decision-making authority over the exercise?	
Has no official evaluation or control responsibility?	
Identifies areas needing improvement?	
Initiates and oversees exercise play?	
Injects implementing messages from the Master Scenario Events List?	
Is invited as a guest to view exercise play?	
Is responsible for maintaining exercise safety and security?	
Is responsible for planning, conducting, evaluating, and reporting on the exercise?	
May also serve as a controller with approval of the exercise co-directors?	
May be questioned by responders and players if needed during the exercise?	
Observes, records, and reports on the performance of emergency responders?	
Represents non-participating organizations or individuals?	
Responds to simulated scenario events?	

True or False?

Evaluators...	Answer
May answer responders' questions concerning the time line.	
May ask questions of responders during lulls in exercise activity.	
May criticize responders during the exercise.	
Need to know CSEPP planning guidance.	
Refrain from prompting responders concerning plan requirements.	
Report strengths shown during the exercise.	
Should be familiar with controllers' MSEL injects.	

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Introduction to Integrated Performance Evaluation (IPE)

Basic Concepts

Notes



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IPE Module Objectives

Be able to:

- **Define** the IPE methodology
- **Describe** the seven response streams
- **Describe** and **use** performance maps, performance evaluation guide, and stream narrative sheet
- **Develop** a data collection guide



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IPE Module Objectives (Cont.)

- **Consolidate** collected information; **group** observations into positive, negative, and neutral issues; and **prepare** supporting data
- **Analyze** exercise results using the IPE methodology
- **Write** a summary narrative for a jurisdiction's response stream
- **Write** an IPE narrative for the community



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Outline

- Unit 1: Introduction to Integrated Performance Evaluations
- Unit 2: Organizing the Evaluation
- Unit 3: Observation, Analysis, and Reporting

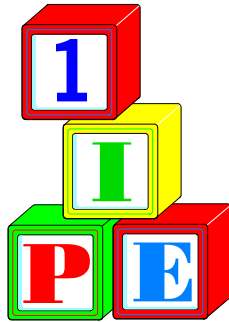
Notes



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Unit 1: Introduction to Integrated Performance Evaluations



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What is IPE?

A performance-based evaluation methodology:

- Builds on what you already know about exercise evaluation
- Uses a “systems” approach to analyze and evaluate exercise results
- Focuses on the ability of jurisdictions and the community to achieve the desired outcomes for their response capabilities

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Goals of IPE

- Help exercise participants to better understand the impacts of their decisions and actions
- Help participants to better understand the relationships and interdependencies of the elements of response
- Assess the entirety of the response, not just the parts
- Find the lessons, good and bad, that can be applied both locally and nationally

Notes

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Comparing the Approaches

	CURRENT CSEPP	IPE
Evaluation Elements	15 objectives 33 evaluation elements	7 response streams
Post-exercise Report	Focuses on exceptions to plans, procedures, and regulations	Focuses on analysis of outcomes
Evaluator Products	List of findings, observations, and strengths	Descriptive narratives in AER format; analysis tools
Player Expectations	A test; explicit following of steps in plans and procedures	Training, achieving planned outcomes
Participant Flexibility	Little, expected to follow written plans and procedures	Some, expected to achieve planned outcomes
Evaluator Flexibility	Little, expected to identify exceptions to expected events, activities, and results	Much, expected to determine whether desired results are achieved, and if not, why not
Evaluation Concept	Testing participants' ability to follow plans and procedures	Assessing participants' ability to achieve desired response outcomes
Guidance Coverage	Complete	Complete
Site Specificity	Generic	Expected to be tailored

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Parts of the IPE

- Community profile
- Response streams, performance maps, and performance evaluation guides (PEGs)
- Data collection guide
- Observation of exercise/collection of data
- Analysis of the results
- Performance-oriented evaluation report



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What is the Community Profile?

- Required by Policy Paper 19
- Categories based on benchmarks, laws, regulations
- Developed by the CSEPP "community"
- Community self-assessment
- Executive summary of exercise highlights for each of the two preceding years

Notes



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Community Profile Rating System

- **Capable:** "Green," able to respond, no shortfalls; no improvements required
- **Partially capable:** "Blue," able to respond, but with some difficulty; minor shortfalls may exist or minor improvements required
- **Marginally Capable:** "Fuchsia," able to respond, but with great difficulty; major shortfalls may exist or major improvements required
- **Not Capable:** "Red," unable to respond



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Sample Community Profile

Decontamination <ul style="list-style-type: none"> • Areas to consider, but not limited to, are: <ul style="list-style-type: none"> — Medical Services - Medical Facilities — Field Response — Screening, Decontamination, Registration, and Congregate Care of Evacuees • Individual Item Status: <ul style="list-style-type: none"> — (PC) Decon Capability <ul style="list-style-type: none"> • (PC) Nine hospitals have decon capability • (PC) Two triage and treatment locations (Brazos and Danny Westerfield Hospitals) • (PC) Four mobile units in Trier County • (PC) One mobile unit in Toledo County • (MC) One fixed station at Camp Kyle, Granada County • (MC) Additional mobile units required (one each Trier and Granada Counties), decision pending — (PC) MOU between Granada County and Camp Kyle in process — (PC) MOU between BCD and State of Navarre Office of Medical Examiner in process • Community Self Assessment Rating - PC 	
Emergency Operations Center <ul style="list-style-type: none"> • Areas to consider, but not limited to, are: <ul style="list-style-type: none"> — Command and Control — Communications Systems, Facilities, Equipment, and Displays — 24-Hour Operations • Individual Item Status: <ul style="list-style-type: none"> — (C) State construction completed 9/94 and fully operational — (C) Trier County - fully operational since 6/91 • Community Self-assessment Rating - C 	



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Response Streams

“A set of activities or tasks that lead to a desired outcome or consequence of the response.”

- I. Hazard Mitigation
- II. Hazard Analysis
- III. Population Warning
- IV. Protective Action Implementation
- V. Evacuee Support
- VI. Victim Care
- VII. Public Information

Notes



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Hazard Mitigation

- Tasks performed to contain the source and limit the magnitude of the hazard's impact
- All tasks at the accident scene, except those specifically associated with victim care



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Hazard Analysis



- Tasks associated with detecting the accident, determining its impact, appropriately classifying the event, conducting environmental monitoring, and making government-to-government notifications
- On-post tasks related to EOC direction and control



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Population Warning

- Tasks associated with protective action decision making and warning the affected population
- Mobilization of emergency personnel and activation of EOC



Notes



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Protective Action Implementation

- Tasks associated with evacuation, sheltering-in-place, transporting evacuees, protecting schools and other special populations, and establishing traffic and access control





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Evacuee Support



- Tasks associated with opening, operating, and supporting reception centers and shelters



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- Tasks related to treating victims, decontamination, victim transport, patient treatment at medical facilities, patient tracking, and handling and tracking human remains



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- Tasks associated with providing emergency information to the public-at-risk and the public-at-large
- Tasks associated with direction and control of the Joint Information System and Joint Information Center


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<p>100% (100% of 100%) (100%)</p>		
TABLE 1	Topic areas for a Medical Training Faculty Interview	III. A 9-Field 100% (100%) (100%)
Interview	Interview	Interview
1. General	1. General	1. General
2. Specific	2. Specific	2. Specific
3. Summary	3. Summary	3. Summary
4. Conclusion	4. Conclusion	4. Conclusion
5. Appendix	5. Appendix	5. Appendix
6. Bibliography	6. Bibliography	6. Bibliography
7. Glossary	7. Glossary	7. Glossary
8. Index	8. Index	8. Index
9. Other	9. Other	9. Other
10. Total	10. Total	10. Total
11. Total	11. Total	11. Total
12. Total	12. Total	12. Total
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88. Total	88. Total	

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Sample PEG

Stream: Victim Care **ID:** V-A-Field-6

Location: Medical Treatment Facility


Task: Treat Patients at a Medical Treatment Facility

Inputs: Arrival of injured, ill, or exposed workers, responders, contractors, or visitors who were at the incident site or in the on-post safety restricted area or projected hazard area (wedge).

Conditions: Time available; nature and extent of injuries, illness, or exposure; previous treatment and decontamination; availability of emergency medical staff; availability of appropriate medical equipment and supplies; available communications equipment; knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations

Notes

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Sample PEG (Cont.)

Steps:

1. Medical staff meet the ambulance or transport vehicle upon arrival and begin triage procedures.
2. Obtain and review patient history, assess the condition of the patient paying special attention to the type and quantity of antidote administered to the patient and the method and extent of decontamination. Solicit additional information if patient history is incomplete.
3. If the patient comes directly from the hazard area and has not been previously decontaminated, have the decontamination team perform gross and secondary decontamination in the designated area before the patient is allowed to enter the treatment facility.
4. If treatment required exceeds the treatment facility's capability, refer patient to an appropriate off-post medical treatment facility.
5. The medical staff treats presenting signs and symptoms according to good medical practice.
6. Admit, transfer, or discharge patients as appropriate.
7. Provide patient tracking information to the EOC.

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INTEGRATED PERFORMANCE EVALUATION

Sample PEG (Cont.)

Expected Outcomes: Patients are given appropriate medical treatment consistent with their injuries, illness, or extent of exposure. Patients are stabilized and promptly transferred to off-post medical treatment facilities

Consequences: No patients die or are permanently incapacitated as a result of lapses in victim care.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control



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Performance Map

Stream: V. Victim Care


DEPOT		COUNTY	
Field	EOC	Field	EOC
Provide Immediate Emergency Care at the CAI Site (V-A-Field-1)		Treat Patients at the Screening Site (V-O-Field-1)	
Provide Emergency Medical Triage, Treatment, and Stabilization at the CAI Site (V-A-Field-2)		Decontaminate Patients at the Screening Site or Medical Treatment Facility (V-O-Field-2)	
Decontaminate Patients at the CAI Site (V-A-Field-3)		Transport Patients to a Medical Treatment Facility (V-O-Field-3)	
Transport Patients to a Medical Treatment Facility (V-A-Field-4)		Prepare Medical Treatment Facility to Receive Patients (V-O-Field-4)	
Prepare Medical Treatment Facility to Receive Patients (V-A-Field-5)		Treat Patients at a Medical Treatment Facility (V-O-Field-5)	
Treat Patients at a Medical Treatment Facility (V-A-Field-6)		Make Victim Status Reports (V-O-Field-6)	Track the Location and Status of Patients (V-O-EOC-1)
Make Victim Status Reports (V-A-Field-7)	Track the Location and Status of Patients (V-A-EOC-1)	Collect and Decontaminate Human Remains (V-O-Field-7)	Coordinate the Disposition of Human Remains (V-O-EOC-2)
Collect and Decontaminate Human Remains (V-A-Field-8)	Coordinate the Disposition of Human Remains (V-A-EOC-2)	Notify the Next-of-Kin (V-A-EOC-3)	

Notes



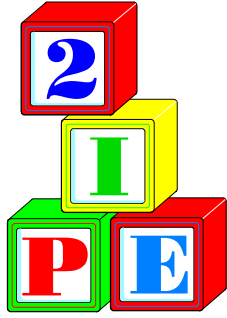
INTEGRATED PERFORMANCE EVALUATION

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IPE INTEGRATED PERFORMANCE EVALUATION

**Unit 2:
Organizing the
Evaluation**



The image shows four 3D blocks stacked to form a shape. The top block is red with a blue '2'. Below it is a yellow block with a green 'I'. To the left of the 'I' block is a green block with a red 'P'. To the right of the 'I' block is a red block with a blue 'E'.

Notes

IPE INTEGRATED PERFORMANCE EVALUATION

Evaluation Teams


- The IPE process uses a team approach for both observing exercise play and analyzing response outcomes
- Evaluators may work on more than one team:
 - Jurisdictional team (during/immediately after the exercise)
 - Stream team (after-exercise review process)
- All evaluator assignments are made by the exercise co-directors

IPE INTEGRATED PERFORMANCE EVALUATION

Jurisdictional Teams

Jurisdictional teams are composed of:


- Jurisdictional team leader
- EOC evaluator(s)
- Field evaluator(s)
- Controllers



The illustration shows a man with glasses and a light blue shirt standing next to a woman with red hair wearing a green shirt. They are both looking at a black clipboard held by the man.

IPE INTEGRATED PERFORMANCE EVALUATION 30

Stream Teams



- Organized by response stream
- Composed of stream team leader and a representative from each jurisdictional evaluation team
- Knowledgeable representatives from each jurisdiction available

Notes

IPE INTEGRATED PERFORMANCE EVALUATION 31

Team Approach to Observation

- Requires evaluators to work as a team
- Places an emphasis on the evaluation team to gather all pertinent information
- Assumes individual evaluators cannot see everything:
 - The team must determine what is important to see and what can be derived from other sources
 - Responders perform tasks at different locations simultaneously
 - Evaluators must be at the right place at the right time to collect information

IPE INTEGRATED PERFORMANCE EVALUATION 32

Data Collection Guide

- Provides a structured approach for preparing a jurisdictional team's evaluation plan
- Tailors the evaluation to the community's needs



INTEGRATED PERFORMANCE EVALUATION

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Data Collection Guide (Cont.)

- Prepared by the jurisdictional team leader
- Shows team members:
 - The type of information that needs to be collected
 - Which team members will collect the information
 - How the information should be collected
 - Where and when the information should be collected

Notes



INTEGRATED PERFORMANCE EVALUATION

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Data Collection Guide (Cont.)

Task-based Template

- Organized by response stream
- Lists PEGs and their expected outcomes
- Team members fill in the blanks
- Provides a flexible, structured format
- Can be completed either on a hard copy or electronically



INTEGRATED PERFORMANCE EVALUATION

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Building a Data Collection Guide

Step 1: Decide what needs to be observed and identify possible information sources:

- | | |
|-----------------------------|---------------------|
| • Extent-of-Play Agreement | • PEGs |
| • Planning guidance | • EXPLAN |
| • Plans, SOPs, MOAs | • Site visit |
| • Co-director guidance | • Regulations |
| • Previous exercise reports | • Community profile |



INTEGRATED PERFORMANCE EVALUATION

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Building a Data Collection Guide (Cont.)

Step 2: Determine the information needed to assess the jurisdiction's ability to perform the task.

Step 3: Identify when and where team members need to be to make observations and collect other data.

Notes



INTEGRATED PERFORMANCE EVALUATION

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Building a Data Collection Guide (Cont.)

Step 4: Team leaders make data collection assignments.

Step 5: Revise and modify assignments after the site visit.

Step 6: Team leaders advise co-directors of changes.



INTEGRATED PERFORMANCE EVALUATION

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Build a Sample Guide

Badlands Chemical Depot has a demilitarization facility (BCDF), a pilot plant (BCDPP), a construction site, and a variety of other tenants located on its grounds. Plans indicate that when a chemical accident occurs, warning systems are activated, and points of contact (POCs) at each tenant location are informed by telephone. Tenants conduct accountability checks and follow protective action instructions. BCDF staff cannot stop operations, so they do only the accountability check and make a report. The construction site is new. They have agreed to stop work and fully implement their accountability procedures. Assessing their ability to perform these tasks is a high priority for the co-director. The depot has had problems with accounting for workers, contractors, and visitors in past exercises, and this has become a priority for the exercise. There are five evaluators from the observation team: three EOC evaluators and two field evaluators available to observe PAI tasks. Using the three PEGs provided, build a Data Collection Guide that covers this situation.

Note: Some slides are reproduced in a larger font for easier readability. When included, these pages follow the presentation.

INTEGRATED PERFORMANCE EVALUATION

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Take Ten

Notes

Build a Sample Guide

Badlands Chemical Depot has a demilitarization facility (BCDF), a pilot plant (BCDPP), a construction site, and a variety of other tenants located on its grounds. Plans indicate that when a chemical accident occurs, warning systems are activated, and points of contact (POCs) at each tenant location are informed by telephone. Tenants conduct accountability checks and follow protective action instructions. BCDF staff cannot stop operations, so they do only the accountability check and make a report. The construction site is new. They have agreed to stop work and fully implement their accountability procedures. Assessing their ability to perform these tasks is a high priority for the co-director. The depot has had problems with accounting for workers, contractors, and visitors in past exercises, and this has become a priority for the exercise. There are five evaluators from the observation team: three EOC evaluators and two field evaluators available to observe PAI tasks. Using the three PEGs provided, build a Data Collection Guide that covers this situation.

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Stream: IV. Protective Action Implementation

Depot Team		County Team	
Field	EOC	Field	EOC
Secure the safety-restricted area and safety arc (wedge) (IV-A-Field-1)	Direct and control protection of the on-post general population (IV-A-EOC-1)		Direct and control activation of traffic and access control points (IV-O-EOC-1)
Account for personnel at and around the accident site (IV-A-Field-2)	Direct and control protection of the on-post at-risk population (IV-A-EOC-2)	Activate Traffic and Access Control Points (IV-O-Field-1)	Direct and control protective actions for schools (IV-O-EOC-2)
	Direct and control protection of special populations (IV-A-EOC-3)	Implement protective actions for schools (IV-O-Field-2)	Direct and control the protection of special populations (IV-O-EOC-3)
		Implement protection of special populations (IV-O-Field-3)	Request supplementary assistance (IV-O-EOC-4)
	Provide transportation to evacuate the post population (IV-A-EOC-4)		Provide support to depot (IV-O-EOC-5)
Assemble, screen, and account for the on-post population (IV-A-Field-3)		Screen evacuees for agent contamination (IV-O-Field-4)	
Control on-post population movement, exit, and entry (IV-A-Field-4)		Decontaminate evacuees (IV-O-Field-5)	

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Task: Direct and Control Protection of the On-post General Population **ID:** IV-A-EOC-1
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: PAD for the installation; warning provided to the general population at risk; selected evacuation routes; pertinent maps, diagrams, and plans.

Conditions: Time available; available communication systems; available security forces, vehicles, and barricades; availability and condition of on-post evacuation routes; available transportation assets; warning information given to the post population; MOAs/MOUs with off-post jurisdictions regarding evacuation of post population; preselected TCPs, assembly points, and evacuation routes; and situations at variance with assumptions in plans and procedures.

Steps:

1. The EOC staff inform security forces and field supervisors of areas and facilities to be sheltered in-place or evacuated, the priorities for evacuation, THE location of assembly points, and the time available.
2. The EOC staff confirm that the post population was alerted and given correct, specific sheltering and evacuation instructions. Backup systems are activated in the event of primary alert and warning system failures.
3. The EOC staff coordinate post evacuation routes with off-post authorities.
4. The EOC staff receive accountability and protection status reports from security forces, field supervisors, and the Forward Command Post.
5. The EOC staff direct and coordinate additional assistance as required.
6. The EOC staff provide the IRF Commander situation reports, paying particular attention to reports of exposures or unaccounted persons.
7. The EOC staff determine when it is appropriate for the sheltered population to evacuate their shelters and begin subsequent evacuation.
8. The EOC staff adjust the assembly points, evacuation routes, TCPs, and ACPs to accommodate unforeseen events and to facilitate reentry when authorized.

Expected Outcomes: Appropriate installation support is provided for protecting the general on-post population until all personnel are safe and accounted for.

Consequences: No unprotected persons on post are exposed to hazards from the chemical event.

Related CSEPP Objectives: 4.1 Command and Control; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems; 8.1 Traffic and Access Control.

Task: Direct and Control Protection of the On-post At-risk Population **ID:** IV-A-EOC-2
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: PAD for the installation; warning provided to the on-post population at risk; selected evacuation routes; pertinent maps, diagrams, and plans.

Conditions: Time available; available communication systems; available security forces, vehicles, and barricades; availability and condition of on-post evacuation routes; available transportation assets; warning information given to the post population; MOAs/MOUs with off-post jurisdictions regarding evacuation of post population; pre-selected TCPs, assembly points and evacuation routes; situations at variance with assumptions in plans and procedures; and population's familiarity with evacuation plans and procedures.

Steps:

1. Security forces and field supervisors tell the EOC staff who was inside the isolation perimeter when the event occurred. EOC staff solicit this information if not provided.
2. The EOC staff confirm that the post population inside the isolation perimeter and predicted hazard area (wedge) was alerted and given correct, specific sheltering and evacuation instructions. Backup systems are activated in the event of primary alert and warning system failures.
3. The EOC staff coordinate post evacuation routes with off-post authorities.
4. The EOC staff receive accountability and protection status reports for the population inside the Isolation Perimeter, security cordon, and predicted hazard area (wedge) from security forces, field supervisors, and the Forward Command Post.
5. The EOC staff direct and coordinate additional assistance as required.
6. The EOC staff provide the IRF commander situation reports, paying particular attention to reports of exposures or unaccounted persons.
7. The EOC staff determine when it is appropriate for the sheltered population to evacuate their shelters and begin subsequent evacuation.
9. The EOC staff adjust the assembly points, evacuation routes, TCPs, and ACPs to accommodate unforeseen events and to facilitate reentry when authorized.

Expected Outcomes:

Appropriate installation support is provided for protecting the on-post population inside the Isolation Perimeter and predicted hazard area (wedge) until all personnel are safe and accounted for; no persons remain inside the Isolation Perimeter and predicted hazard area (wedge) except for authorized emergency responders.

Consequences: No unprotected persons on post are exposed to hazards from the chemical event.

Related CSEPP Objectives: 4.1 Command and Control; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems; 8.1 Traffic and Access Control.

Task:	Direct and Control Protection of Special Populations	ID: IV-A-EOC-3
Stream:	Protective Action Implementation	
Element:	Emergency Operations Center	
Inputs:	PAD to evacuate all or part of special post populations; alert and warning of special populations.	
Conditions:	Time available; available communication systems; available security forces, vehicles, and barricades; availability and condition of on-post evacuation routes; available transportation assets; warning information given to the post population; MOAs/MOUs with off-post jurisdictions regarding evacuation of post population; pre-selected TCPs, assembly points and evacuation routes; and situations at variance with assumptions in plans and procedures.	
Steps:	<ol style="list-style-type: none"> 1. Inform points of contact at on-post special facilities (e.g., schools, day-care centers, clinics, hospitals) whether they are to shelter in-place or evacuate; the priorities for evacuation; the location of assembly points; and the time available. 2. Coordinate post evacuation routes with off-post authorities. 3. Receive accountability and protection status reports from special facility points of contact according to plans and procedures. 4. Direct and coordinate additional assistance as required. 5. Provide the IRF commander situation reports, paying particular attention to reports of exposures or unaccounted persons. 6. Determine when it is appropriate for the sheltered population to evacuate their shelters and begin subsequent evacuation. 7. Adjust the assembly points, evacuation routes, TCPs, and ACPs to accommodate unforeseen events and to facilitate reentry when authorized. 	
Expected Outcomes:	Appropriate installation support is provided for protecting on-post special populations until all persons are safe and accounted for.	
Consequences:	No unprotected special populations on post are exposed to hazards from the chemical event.	
Related CSEPP Objectives:	4.1 Command and Control; 6.1 Communications Systems; 7.1 Protective Action Implementation for Special Populations; 7.2 Protective Action Implementation for Schools; 8.1 Traffic and Access Control.	

Task: Provide Transportation to Evacuate the Post Population **ID:** IV-A-EOC-4
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: Decision to evacuate all or part of the post; requests from the post population for transportation assistance.

Conditions: Time available; available supplemental transportation assets; MOAs/MOUs or contracts to provide evacuation transport vehicles and drivers; and plans and procedures.

Steps:

1. Activate the evacuation transportation plan.
2. Determine the number of transportation-dependent people from security forces or field supervisors.
3. Determine availability of transportation/motor pool assets (vehicles and drivers) for evacuation support. If additional support is required, obtain contract or other support according to plans and procedures.
4. If not previously accomplished, coordinate with local jurisdictions for safe evacuation routes and reception center or shelter locations
5. Direct supplemental transportation assets to predesignated or ad hoc assembly points, identifying safe travel routes.
6. Drivers ensure that vehicles are in serviceable condition and have adequate fuel to support the mission prior to leaving for assembly points. Configure vehicles to accommodate special populations, as required.
7. At the assembly points, form evacuation convoys composed of personal and Army vehicles. Give drivers a premovement brief and provide appropriate maps and communications equipment. Conduct a communications check.
8. Load vehicles, accounting for all passengers by a vehicle manifest or some other positive means that allows for tracking the evacuees as the evacuation effort proceeds.
9. Inform local jurisdiction when the evacuation has started.
10. Receive reports when evacuees have arrived at designated reception centers or shelters.

Expected Outcomes: Sufficient transport vehicles and drivers are available where and when needed to evacuate all or part of the post population to a safe location.

Consequences: No persons on post are unable to evacuate because of a lack of transportation.

Related CSEPP Objectives: 1.2 Alert and Mobilization of Emergency Personnel; 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Command and Control; 7.1 Protective Action Implementation for Special Populations.

Task: Account for Personnel at and around the Accident Site **ID:** IV-A-Field-1
Stream: Protective Action Implementation
Element: Security Forces

Inputs: Alert and warning to the population at risk; guard orders; establishment of a field command post; identification of the isolation perimeter, security cordon, and predicted hazard area (wedge); and deployment of emergency responders.

Conditions: Time available; available communications systems; available security forces and vehicles; and extent of information given to post population via alert and warning systems.

Steps:

1. Security supervisor instructs security forces within and around the chemical storage area to don respiratory protection and relocate to positions outside of the isolation perimeter and predicted hazard area (wedge).
2. Security supervisor activates backup alert and notification systems within and around the chemical storage area.
3. Security guards establish an exit control point for all personnel working within the chemical storage area, to account for their departure under emergency security procedures. Other persons working outside of the chemical storage area proceed directly to evacuation assembly points or routes.
4. Security guards direct nonessential persons out of the isolation perimeter, security cordon, and predicted hazard area (wedge), and account for their departure.
5. Security guards take immediate action to treat and arrange transport for known or potential agent exposure victims.
6. Security supervisor reports the status of accountability operations at regular intervals to the EOC staff.

Expected Outcomes: The post population working in and around the chemical storage area is accounted for and evacuated safely.

Consequences: No unprotected persons within and around the chemical storage area are exposed to hazards from the chemical event.

Related CSEPP Objectives: 13.1 Emergency Worker Exposure Control.

Task: Assemble, Screen, and Account for the On-post Population **ID:** IV-A-Field-2
Stream: Protective Action Implementation
Element: On-post Offices, Work Areas, and Facilities

Inputs: Alert and warning to the population at risk; instructions to supervisors and points of contact to evacuate all or part of the post.

Conditions: Time available; available communication systems; available security forces, vehicles, and barricades; available supervisor and points of contact; available transportation assets; warning information given to the post population; MOAs/MOUs with off-post jurisdictions regarding evacuation of post population; preselected TCPs, assembly points and evacuation routes; criteria for screening the post population; and situations at variance with assumptions in plans and procedures.

Steps:

1. Supervisors or points of contact activate local area alarms to complement the alert and notification systems.
2. Supervisors or points of contact open or activate assembly points for personnel in their facility or area of responsibility.
3. Supervisors or points of contact account for all personnel by name and category (i.e., employee, visitor, contractor, or resident).
4. Supervisors or points of contact identify and attempt to locate and warn unaccounted for persons.
5. Supervisors or points of contact report the accountability and status of each category of personnel in their area or facility to the EOC staff according to plans or procedures.
6. Supervisors or points of contact screen personnel for potential for agent exposure on the basis of location at the time of release, travel to the assembly point, and note the presenting symptoms of exposure.
7. Supervisors or points of contact take immediate action to treat and arrange transport for known or potential agent exposure victims.
8. Supervisors or points of contact oversee procedures for sheltering-in-place, as appropriate.
9. Supervisors or points of contact direct unaffected personnel to appropriate safe locations via approved evacuation routes.

Expected Outcomes: The on-post population is accounted for and screened for agent exposure; the on-post population is ready to evacuate when directed.

Consequences: No unprotected persons on post are exposed to hazards from the chemical event.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 14.1 Screening Evacuees for Agent Contamination.

Task:	Control On-post Population Movement, Exit, and Entry	ID: IV-A-Field-3
Stream:	Protective Action Implementation	
Element:	Security Forces	
Inputs:	Alert and warning to the population at risk; at risk population moving to evacuate; instructions to security forces from security supervisors or EOC staff to evacuate all or part of the post.	
Conditions:	Time available; available communications systems; available security forces, vehicles, and barricades; availability and condition of on-post evacuation routes; extent of information given to post population via alert and notification systems; availability of open and safe routes to appropriate safe locations; evacuation plans and maps; guard orders; and preselected traffic control points, assembly points, and evacuation routes.	
Steps:	<ol style="list-style-type: none">1. Deploy to predesignated or ad hoc TCPs as instructed, avoiding potentially hazardous areas en route.2. Don personal protective equipment, if needed. Set up TCPs or barricades promptly at the proper location, consistent with the areas and facilities to be evacuated, the priorities for evacuation, and the time available.3. Make communications checks and report operational status to the appropriate security supervisor or EOC staff. Issue follow-up reports at regular intervals according to plans and procedures.4. Give appropriate instructions to evacuees and expedite their movement to safe locations. Give priority to emergency vehicles.5. Take immediate action to report, treat, and arrange transport for known or potential agent exposure victims.6. Prohibit unauthorized entry into safety zones and expedite authorized responder access to the accident site.7. Promptly relocate the TCP if circumstances warrant change of evacuation routes.8. Control the authorized reentry to areas and facilities when reentry is permitted.	
Expected Outcomes:	Staffed TCPs and unstaffed barricades are in place in time to expedite the prompt and orderly evacuation of the areas and facilities affected by the PAD Access to hazardous areas is prevented. The entire post population that is at risk is evacuated safely.	
Consequences:	No unprotected persons on post are exposed to hazards from the chemical event.	
Related CSEPP Objectives:	6.1 Communications Systems; 8.1 Traffic and Access Control.	

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EXTRACT**IV. Protective Action Implementation - On Post****EXTRACT**

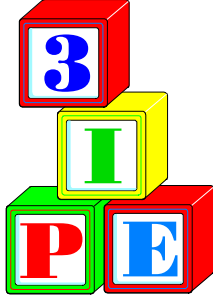
PEG/Step	Observer	Where	When	Data Desired	How
IV. Protective Action Implementation					
On-post					
EOC-1: Direct and Control Protection of the On-post General Population					
Expected Outcome: Appropriate installation support is provided for protecting the general on-post population until all personnel are safe and accounted for.					
Remarks:					
EOC-2: Direct and Control Protection of the On-post At-risk Population					
Expected Outcome: Appropriate installation support is provided for protecting the on-post population in the Safety Restricted Area and safety arc (wedge) until all personnel are safe and accounted for. No one remains in the Safety Restricted Area and safety arc (wedge), except for authorized emergency responders.					
Remarks:					

EXTRACT**IV. Protective Action Implementation - On Post (Cont.)****EXTRACT**

PEG/Step	Observer	Where	When	Data Desired	How
Field-2: Account for Personnel at and around the Accident Site					
Expected Outcome: The post population working in and around the chemical storage area is accounted for and evacuated safely.					
Remarks:					

IPE INTEGRATED PERFORMANCE EVALUATION

**Unit 3:
Observation,
Analysis, and
Reporting**




Notes

IPE INTEGRATED PERFORMANCE EVALUATION

Observe the Exercise

The "team" uses the observation skills presented earlier.

- Data collection plan helps persons be at the right place to collect the right information.
- Be sure any observations are reliable, consistent, and detailed enough to allow for accurate analysis when the exercise is over.



IPE INTEGRATED PERFORMANCE EVALUATION

Time Line Development

- Developed by the team during post-exercise meetings
- Consists of compilation/consolidation of each evaluator's raw notes and the documented times from the exercise
- Integrated into a document that depicts the time responders took actions

Notes

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IFE INTEGRATED PERFORMANCE EVALUATION

Organizing Information

Step 1: Make a team time line of actions from your notes and collected data. Avoid including insignificant details because they are typically symptoms or part of a larger issue.

- SIMCELL controllers for your jurisdiction are important participants in this process.

Time 24 hr	Juris.	Activity	Stream
9:35	CLE	EOC Staff Briefing: Still at CE: Igloo Fire burned itself out. Met data (same) wind @ 2.1 m/s from 039	
9:39	CLE	EOC receives notifications that first victims have been sent to St. Marks hospital.	
9:45	CLE	American Red Cross (ARC) Chapter representative indicates activation of shelter at the Badlands Park District's Camp Roosevelt (where the fixed decontamination facility is also located)	
9:55	CLE	ARC representative receives notification from Camp Roosevelt that the previously agreed upon building is not acceptable for use as a shelter at this time; another building is inspected and designated to be the shelter.	
10:10	CLE	EOC notified that the fixed decontamination facility was declared operational (NOTE TO SELF: Who called? (Facility Manager)).	

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IFE INTEGRATED PERFORMANCE EVALUATION

Organizing Information (Cont.)

Step 2: Identify the appropriate stream for each activity.

- Use performance maps and PEGs to assist in stream identification.

Time 24 hr	Juris.	Activity	Stream
9:35	CLE	EOC Staff Briefing: Still at CE: Igloo Fire burned itself out. Met data (same) wind @ 2.1 m/s from 039	EM
9:39	CLE	EOC receives notifications that first victims have been sent to St. Marks hospital.	VC
9:45	CLE	American Red Cross (ARC) Chapter representative indicates activation of shelter at the Badlands Park District's Camp Roosevelt (where the fixed decontamination facility is also located)	EVS
9:55	CLE	ARC representative receives notification from Camp Roosevelt that the previously agreed upon building is not acceptable for use as a shelter at this time; another building is inspected and designated to be the shelter.	EVS
10:10	CLE	EOC notified that the fixed decontamination facility was declared operational (NOTE TO SELF: Who called? (Facility Manager)).	DC

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IFE INTEGRATED PERFORMANCE EVALUATION

Organizing and Analyzing Information

Step 3: Sort jurisdictional time lines by stream.

Time 24 hr	Juris.	Activity	Stream
9:35	CLE	EOC Staff Briefing: Still at CE: Igloo Fire burned itself out. Met data (same) wind @ 2.1 m/s from 039	EM
9:39	CLE	EOC receives notifications that first victims have been sent to St. Marks hospital.	VC
9:45	CLE	American Red Cross (ARC) Chapter representative indicates activation of shelter at the Badlands Park District's Camp Roosevelt (where the fixed decontamination facility is also located)	EVS
9:55	CLE	ARC representative receives notification from Camp Roosevelt that the previously agreed upon building is not acceptable for use as a shelter at this time; another building is inspected and designated to be the shelter.	EVS
10:10	CLE	EOC notified that the fixed decontamination facility was declared operational (NOTE TO SELF: Who called? (Facility Manager)).	DC



INTEGRATED PERFORMANCE EVALUATION

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Analyzing Information

Step 4: Analyze stream activities.

- Identify information your team needs (if required).
Note: information may come from other jurisdictions.
- Determine why something occurred and look for what influenced, controlled, or impacted actions.
- The purpose of analyzing information is to answer the narrative summary questions.

Notes



INTEGRATED PERFORMANCE EVALUATION

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Narrative Summary Questions

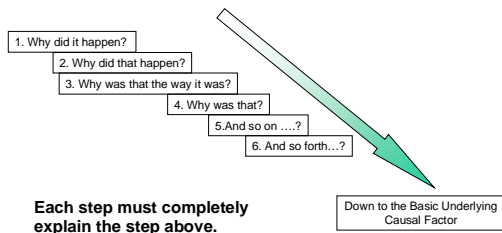
- What happened?
- What was supposed to have happened?
- Why was there a difference?
- What was the impact?
- What should be learned and what recommendations should be made for correction?

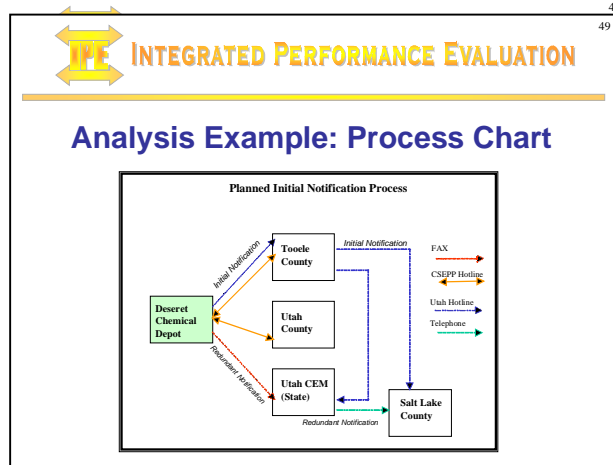


INTEGRATED PERFORMANCE EVALUATION

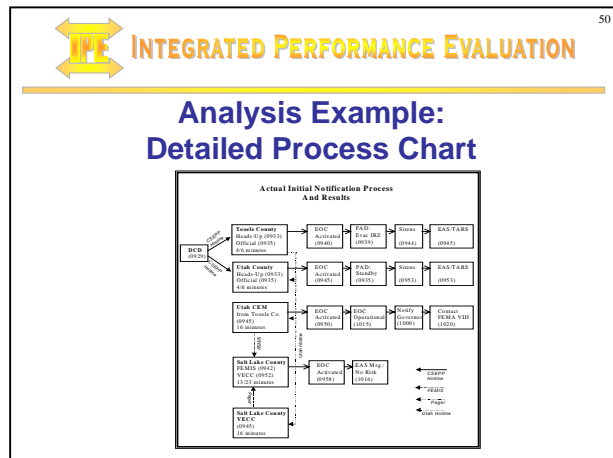
48

Analysis Example: The “Why Staircase”





Notes



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IFE INTEGRATED PERFORMANCE EVALUATION

Writing a Narrative Summary

Step 5: Write the stream narrative.

- On the narrative summary sheet, include the team's recommended exercise rating for each response stream (capable, partially capable, marginally capable, not capable).

At 0945 the ARC begins to activate the designated shelter at Camp Roosevelt. Within 10 minutes, they determine that the planned shelter building is not acceptable and select another. The identification of the new building is not shared in the EOC, with the JIC, or with other counties. At 1020, the ARC representative begins to receive calls from other counties asking about the shelter location.



INTEGRATED PERFORMANCE EVALUATION

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Sample Jurisdiction Stream Narrative

During the 2000 exercise the Trinidad Army Depot (TAD) participated in the demonstration of its ability to implement protective actions necessary to protect the public, environment, and workers that could be affected by an accident at the Depot.

At 0838, security personnel at the Trinidad Army Depot reported an accident, including a fire and discharge of an unknown number of mortar rounds, with several injuries to the work party. The Depot responded immediately with its sounding of alarms, sirens, and tone alert radios at 0842. TAD give specific protective action implementation (PAI) instructions to security, field supervisors, and on-post personnel to shelter and evacuate, based on their location. At 0850, those directed to evacuate were assembled and accounted for and provided evacuation route instructions to off-post locations. Transportation was assigned to facilitate the evacuation. Post Traffic Control Points (TCPs) and Access Control Points (ACPs) were established to route traffic by 0855.

At 0841, TAD notified the 24-hour warning points via the TAD Hotline that there was a chemical event underway. The TAD Duty Officer read the Emergency Notification form (ENF) with the Protective Action Recommendation (PAR) over the Hotline and faxed it. The Depots PAR was that Immediate Response Zone (IRZ) Sectors 1, 2, and 3 should evacuate and Sectors 4 and 5, as well as Sectors 6, 7, and 8 of the Protective Action Zone (PAZ), shelter-in-place.

Notes



INTEGRATED PERFORMANCE EVALUATION

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Presenting Issues

When the issue narrative is written, it should:

- Contrast what actually was with what should have been or ought to be.
- Identify why the action occurred and the consequences of that action.
- Show how those actions either mitigated or exacerbated the consequences.



INTEGRATED PERFORMANCE EVALUATION

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Sample Issue Narrative

"At this point in the response, in this situation, you chose to take action B. Your plan indicates that you were to take action A. However, based on the information you had available, action B was a logical choice. Your choice of action B, and how you implemented it, caused X, Y, and Z to occur. Z led to a very positive result. X and Y caused the use of additional resources and actually stopped County 2 from implementing a key element of its response. We believe that had you sought some additional information from your LEG, that you could have avoided X. Closer coordination with County 2 would have prevented Y. Use of the 'crash phone' for point-to-point conversations with County 2 would have overcome the communications difficulties. We recommend that you identify the missed piece of information as a critical need in your SOP and in IPs for both the LEG and ESC. During quarterly CAIRA exercises, practice using the 'crash phone' as a means of exchanging critical information or decisions with adjacent jurisdictions."



INTEGRATED PERFORMANCE EVALUATION

55

Recommendations

- The following questions should be helpful in identifying the root cause of an issue:
 - What training is needed to improve performance?
 - What changes need to be made to plans and procedures or to organization structures?
 - What changes need to be made to leadership and management processes?
 - What equipment is needed to improve performance?
 - What changes need to be made to national policy?
- Recommendations should be focused and have a reasonable possibility of implementation.

Notes



INTEGRATED PERFORMANCE EVALUATION

56

Report Writing and Editing





INTEGRATED PERFORMANCE EVALUATION

57

Example 1

According to the Planning Guidance for CSEPP, the time frame for notifying the public of protective actions to implement is eight minutes after the PAD is made. During the exercise, the actual time of alert and notification events was difficult to determine because clocks at the Trier County EOC and other locations were not synchronized. This led to problems in verifying times and determining time limits.



INTEGRATED PERFORMANCE EVALUATION

58

Example 2

This year's exercise took the full allowable eight minutes from making the PAD to alerting the population. Trier County needs to take appropriate steps to expedite the activation of alert and notification system once a PAD is made to ensure that this time is met in the future.

Notes



INTEGRATED PERFORMANCE EVALUATION

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Example 3

As the EOC activated, the sheriff arrived and immediately took control of law enforcement activities. At 0928, he directed TCPs/ACPs be set up at SR 603 North near Hampton, SR 603 South near Faucet Road, Custer Trail Road near Johnstown, and at two locations near Doctor's Hospital. Officers were dispatched at 0935. According to the EMIS status board, all TCPs were established and staffed by 0959. In fact, the TCPs were not established until 1015.



INTEGRATED PERFORMANCE EVALUATION

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Example 4

At 1256 an ambulance arrived at Doctor's Hospital. The decontamination team evaluated and decontaminated Patient A. Decontamination was performed with a soft brush and soap and water. The decontamination nurse concluded that patient A needed additional treatment because the patient's pupils were still constricted. At 1301, patient A was transported by wheelchair into the ER and an ER nurse evaluated the patient and logged the patient into the ER. The nurse administered oxygen to the patient. At 1306, patient B arrived at the hospital and was directed to the decontamination area. Patient B was evaluated and decontaminated with a soft brush and soap and water. At 1310, patient B was transported into the ER, logged-in, and administered oxygen. The ER physician evaluated patient B at 1315, concluded there was no nerve agent exposure, and admitted the patient for observation. Patient A was evaluated at 1318. The ER physician determined that patient A had suffered nerve agent exposure, required another Mark 1 kit, and admitted the patient for observation.

Serious injury could result from delay in nerve-agent –exposed casualties receiving further medical examination and needed treatment. Patient A had exposure to nerve agent and so was a higher priority for medical attention than patient B. A full 17 minutes were consumed by multiple evaluations and logging in the two patients and the physician seeing patient B before patient A.



INTEGRATED PERFORMANCE EVALUATION

61

Example 5

Timely activation of the EOC demonstrated and provided equipment and displays for operational readiness. This was accomplished without difficulty during the installation of new communications equipment. Several of the responding employees were experiencing and participating in the CSEPP exercise for the first time in their emergency management career. The EOC was fully operational at 1017.

Notes



INTEGRATED PERFORMANCE EVALUATION

62

Example 6

Several jurisdictions noted that ADP equipment was only partially operational during the exercise. In addition, the personnel in these jurisdictions were not adequately trained on the CSEPP automation equipment provided for their use. The state should provide technical support to the CSEPP counties to ensure that CSEPP ADP systems are operational. Additional systems' training is needed for county users.



INTEGRATED PERFORMANCE EVALUATION

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Example 7

At 0912, the Trier County EOC received a Post Only Emergency notification from the depot, which required the county to take no emergency actions. It must be noted that the depot failed to provide all the information required on the notification form. It must also be noted that the EMIS plume information flow from the depot to the Trier County EOC. The county took the initiative to get the information needed from the depot and develop D2PC plumes for display.



INTEGRATED PERFORMANCE EVALUATION

64

Example 8

Doctor's Hospital was never notified by the Trier County EOC of any problems at the depot or any potential transport of patients. A friend of one of the ER nurses called to let her know that ambulances were en route to pick up 2 casualties to bring to the ER. After 2 hours, no patients had arrived. Therefore, a walk-through of the tracking system was conducted should patients arrive from the depot. No one in the ER was able to locate triage cards, so in the event there were mass casualties arriving without previously being triaged, this could pose a problem. Otherwise, the admitting and tracking procedures were well done, with identified personnel available and knowledgeable about tracking, PR, and notification procedures.

Notes



INTEGRATED PERFORMANCE EVALUATION

65

Example 9

During briefings conducted to keep all EOC informed of the current situations, it was hard to hear the person doing the briefings in the whole EOC. Some kind of EOC speaker system might be looked into so that all EOC occupants can hear people during briefings.



INTEGRATED PERFORMANCE EVALUATION

66

Example 10

The Trier County EOC attempted unsuccessfully to obtain accurate and updated plume information from D2PC throughout the exercise. However, for reasons yet to be determined, the information displayed on D2PC software differed considerably from information furnished via the notification hotline and by facsimile. Repeated attempts by the computer operator and the computer specialists to updated plume information were unsuccessful. It was apparent that the computer operator was proficient in operating the EMIS system and continually provided the EOC with email and status board updates. EOC staff displayed the initial notification form on an overhead projector and updated the form as the plume progressed. Areas expected to be affected by the plume were highlighted on the form and then verified on a CSEPP community map located on the wall. Even with the D2PC problem the EMD was able to access the hazard and correctly determine Trier County would not be affected by the incident. Better communication with other jurisdictions and more utilization of EMIS would enhance the ability of the county to share information with other jurisdictions.

**INTEGRATED PERFORMANCE EVALUATION**

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Transition to Stream Team

- Jurisdictional Reports and Time Line + Supporting Materials = Transition Packets
 - Take the transition packets to the exercise co-directors
 - Upon approval of the co-directors, take the stream components of the transition packet to the stream team leaders

Notes

**INTEGRATED PERFORMANCE EVALUATION**

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That's all, Folks!

Sample Jurisdiction Stream Narrative

During the 2000 exercise, the Trinidad Army Depot (TAD) participated in the demonstration of its ability to implement protective actions necessary to protect the public, environment, and workers that could be affected by an accident at the depot.

At 0838, security personnel at the Trinidad Army Depot reported an accident, including a fire and discharge of an unknown number of mortar rounds, with several injuries to the work party. The depot responded immediately, sounding alarms, sirens, and tone alert radios at 0842. TAD gave specific protective action implementation (PAI) instructions to security, field supervisors, and on-post personnel to shelter and evacuate, based on their location. At 0850, those directed to evacuate were assembled and accounted for and provided evacuation route instructions to off-post locations. Transportation was assigned to facilitate the evacuation. Post Traffic Control Points (TCPs) and Access Control Points (ACPs) were established to route traffic by 0855.

At 0841, TAD notified the 24-hour warning points via the TAD hotline that a chemical event was underway. The TAD duty officer read the emergency notification form (ENF) with the protective action recommendation (PAR) over the hotline and faxed it. The depot's PAR was that immediate response zone (IRZ) Sectors 1, 2, and 3 should evacuate, and Sectors 4 and 5, as well as Sectors 6, 7, and 8 of the protective action zone (PAZ), should shelter in place.

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Sample Issue Narrative

“At this point in the response, in this situation, you chose to take action B. Your plan indicates that you were to take action A. However, based on the information you had available, action B was a logical choice. Your choice of action B, and how you implemented it, caused X, Y, and Z to occur. Z led to a very positive result. X and Y caused the use of additional resources and actually stopped County 2 from implementing a key element of its response. We believe that had you sought some additional information from your law enforcement group, that you could have avoided X. Closer coordination with County 2 would have prevented Y. Use of the ‘crash phone’ for point-to-point conversations with County 2 would have overcome the communications difficulties. We recommend that you identify the missed piece of information as a critical need in your standard operating procedure and in Implementing Procedures for both the law enforcement group and the emergency service coordinator. During quarterly CAIRA exercises, practice using the ‘crash phone’ as a means of exchanging critical information or decisions with adjacent jurisdictions.”

CAIRA = Chemical Accident or Incident Response and Assistance

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Exercise Scenario

3.1 Scenario Description

Pine Bluff Arsenal (PBA) stores a portion of the nation's chemical weapons. Included in the munitions category are GB-filled M55mm rockets that are stored in wooden pallets (15 rockets per pallet). On the afternoon of _____, 2001, during a routine Enhanced Storage Monitoring Inspection (ESMI) of igloo 62-390, workers detected agent vapors inside a rocket shipping/firing tube. The igloo contains 2,353 GB-filled M55 rockets. No hazard was present outside of the container. An agent filtration system was installed on igloo 62-390 and operated overnight in accordance with local standard operating procedures (SOPs) as a safety precaution (night operations will be simulated after actual placement and equipment operation demonstration on _____, 2001). This will not be evaluated as part of the Chemical Stockpile Emergency Preparedness Program (CSEPP) exercise.

3.2 Weather

The Extent-of-Play Agreement for the Pine Bluff Community CSEPP MOCK-EX 2001 includes the use of real-world weather. Therefore, the hazard analyses conducted by the depot throughout the exercise, including the MCE, the Initial Assessment, and any other subsequent revisions, will be based on actual meteorological conditions. However, co-directors reserve the right to adjust weather conditions, if necessary. Wind speed may be simulated to ensure that the planned operation at igloo 62-390 occurs, and that the initial hazard assessment extends into the off-post community.

3.3 Initiating Event (STARTEX)

On the morning of _____, 2001, First Entry Monitoring will be completed in time to permit the work crew to enter igloo 62-390 at approximately 0730 to set up to containerize the leaking M55 rocket. No chemical agent was detected inside the igloo during First Entry Monitoring, and no traces of chemical agent were detected at the agent filtration system.

The leaking rocket is located in the first row on the left, second stack, third pallet from the top. Seven pallets of rockets will have to be moved to gain access to the leaking rocket. The first stack of rockets (four pallets) has been moved to the rear of the igloo. At approximately 0800, as the forklift operator returns to the front of the igloo and approaches the second stack of pallets, just prior to the tines contacting the pallets, a rocket motor will ignite. This rocket is located in the middle of the top row of the second pallet from the top of the stack. This location should affect the top two pallets of rockets in the stack. The reason for ignition is unknown. The

following describes the sequence of events and the accident site (Figure 3.1 depicts the situation at igloo 62-390):

- Position of personnel: Three crew members are inside the igloo, a forklift operator and two chemical workers; the crew supervisor is in front of the open igloo; one chemical worker and the quality assurance specialist ammunition surveillance (QASAS) are outside the igloo between the work site and the crew vehicle; the RTAP operator is inside the Real-time Analytical Platform (RTAP).
- The rocket motor ignites. After ignition, the rocket/warhead becomes partially extended out of the shipping/firing tube into the adjacent pallet of rockets.
- The warhead is damaged and the total contents are leaked into the igloo.
- Upon rocket motor ignition, all three crew members immediately begin to exit the igloo.
- As the crew members are attempting to exit the igloo, two explosions occur involving M55 rockets (grenade simulators will be used to simulate). As a result of these explosions, one worker is killed just inside the igloo doorway. The other two workers, who are at the doorway when the explosions occur, are injured but are able to leave the igloo.
- Debris from the explosion will be thrown in the doorway and lodged in the hinged area of the door, which prevents it from being closed. Liquid contamination will be dispersed inside the igloo and in the doorway by the explosion. Debris and liquid contamination will also extend outside the igloo onto the concrete pad (training munitions/debris and water will be used to simulate). One rocket with a damaged warhead and leaking will be on the concrete apron. This rocket will be in a location that prevents the closing of the igloo door. Approximately 1 to 1.5 gallons of simulated agent will be on the concrete pad outside of the igloo. Explosive Ordinance Disposal (EOD) will be responsible for clearing debris and closing the door.
- Smoke from the rocket motor ignition and explosions will be seen coming out of the igloo door for 30 minutes (a smoke generator will be operated for 10 minutes to simulate). No visible flames will be observed by workers.

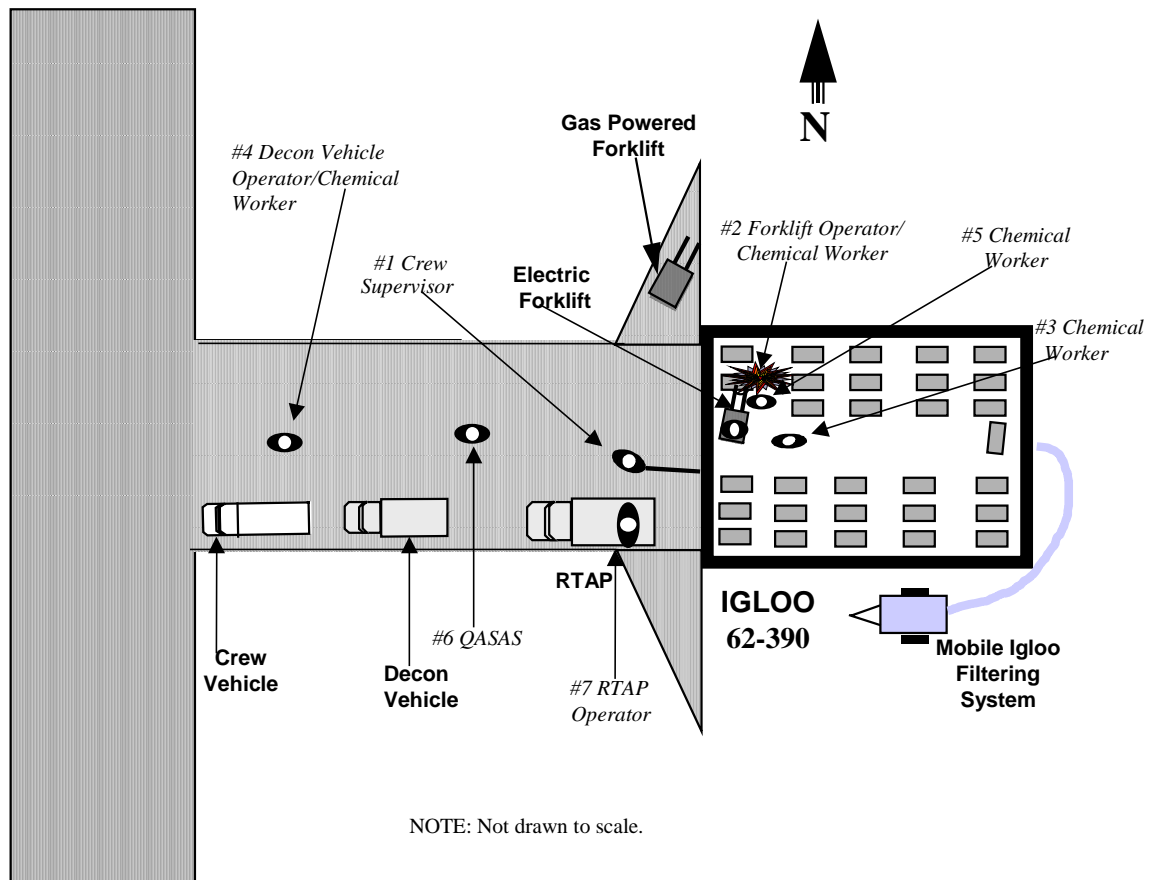


Figure 3.1 Notional Depiction of the Situation at Igloo 62-390

3.4 Special Control Information

Igloo 62-390 is a training igloo. Pine Bluff Chemical Activity personnel have developed a planograph that depicts the simulated configuration of the interior of the igloo.

The only changes to actual meteorological conditions that may be made for the work plan MCE will be an increase in wind speed if, and only if, the plotted 1% lethality distance extends off-post. This change will permit planned operations to be conducted. The wind speed will be adjusted at STARTEX if actual weather conditions do not pose a threat to the off-post community.

Wind from 320 to 325° causes a plume to travel over the longest distance on-post before it reaches the off-post community. It may be necessary to adjust the wind speed if the actual wind direction is from 320 to 325° at STARTEX to ensure that the plume threatens the off-post community.

If any meteorological condition modifications are required, they will be injected by the controller in the depot emergency operations center (EOC), after consultation with the exercise co-directors. (See Appendix 5: Real-World Weather Control Considerations of these control staff instructions for additional control instructions).

3.5 Injuries

The vital signs (pulse, blood pressure, and respiration) of all persons injured during the explosion will be monitored prior to transport, en route to the clinic, and at the clinic. All vital signs will be recorded in a table as shown below:

- No. 5 crew member, fatality. The crew member closest to the explosion will receive fatal injuries from debris and liquid contamination. He/she will not exit the igloo unless removed by fellow work crew members (a mannequin will be used to simulate).

Vital Signs	Pulse	Blood Pressure	Respiration
Prior to transport			
En route to clinic			
At clinic			

- No. 3 crew member, serious injuries/moderate to severe symptoms. One of the crew members departing the igloo when the explosion occurs will receive injuries from debris and liquid contamination. His/her mask will not be dislodged, and he/she will not be exposed to vapor inhalation. However, the flying debris will compromise the personal protective equipment (PPE) and allow liquid to contaminate the worker.

Vital Signs	Pulse	Blood Pressure	Respiration
Prior to transport			
En route to clinic			
At clinic			

- No. 2 forklift operator, minor injuries/mild to moderate symptoms from flying debris and liquid contamination. His/her mask is not dislodged, and he/she is not exposed to vapor inhalation. However, the flying debris compromises the PPE and allows liquid to contaminate the worker.

Vital Signs	Pulse	Blood Pressure	Respiration
Prior to transport			
En route to clinic			
At clinic			

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EXTENT-OF-PLAY AGREEMENT FOR THE ARKANSAS JOINT INFORMATION CENTER COMMUNITY EX 2001

1 PURPOSE

This document is intended to clarify and codify activities to be performed by the Arkansas Joint Information Center (JIC) and the Joint Information System (JIS) prior to and during the Pine Bluff Arsenal (PBA) 2001 exercise. It is not intended to restrict or limit actions taken in any manner. It is to be used to assist the PBA 2001 exercise planning and control team in designing and controlling the exercise and to facilitate appropriate play.

2 STANDARDS AND REFERENCES

Exercise play by the Arkansas JIC will be based on the most current editions of the following documents on the day of the exercise:

- Arkansas JIC Operations Plan,
- Arkansas JIC Standard Operating Procedures,
- Arkansas JIC Memorandum of Understanding (MOU) between all jurisdictions,
- MOU between Jefferson and Grant Counties in regard to emergency alert system (EAS) messages, and
- State and county extent-of-play (EOP) agreements.

3 EXERCISE PARAMETERS

The scenario will be based on events occurring where toxic chemicals are stored at Pine Bluff Arsenal. The scenario will involve a training session at the JIC to allow for a hot start and longer play. The hot start will also allow many players to witness the operation of the JIC from start to finish.

4 EXERCISE PARTICIPANTS IN JIC

Representatives from Pine Bluff Chemical Activity, Jefferson County Office of Emergency Management (OEM), Grant County OEM, and Arkansas Department of Emergency Management (DEM) will form the core coordination team for the JIC. PBA employees and community volunteers will help staff the JIC. Other communities, agencies, and organizations will participate in JIC play through the JIS.

The Arkansas Department of Health, American Red Cross (ARC), Arkansas Department of Environmental Quality, and Program Manager for Chemical Demilitarization will be invited to join the coordination team.

5 EXPECTED EXERCISE ACTIONS

The Arkansas JIC will provide emergency information to the media and the public. The JIC will send appropriate news releases to the players and the mock media in the control cell. It will also provide briefings on the situations as well as at least one news conference. The JIC will demonstrate appropriate JIS with all jurisdictions and the Arkansas Department of Health. A TDD phone line in the public phone team room will be tested.

6 EVALUATION OF OBJECTIVES

NA.

7 EXERCISE PLAN

The information about exercise standards and references, exercise parameters, exercise participants, expected exercise actions and evaluation of objectives in this agreement, along with the enclosed tables, will be included in the EXPLAN for the information of all participants. The notes that follow the tables expand on the table entries; however, they need not be included in the EXPLAN.

8 CONCURRENCES

The following agree to support the Pine Bluff Exercise 2001 as described herein.

Army Exercise Co-Director

FEMA Exercise Co-Director

Arkansas ETO

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ARKANSAS CHEMICAL STOCKPILE EMERGENCY PREPAREDNESS PROGRAM

JOINT INFORMATION CENTER PLAN

[Current Date]

Note: This document contains a “mock” version of a Joint Information Center Plan. The document is intended for training purposes only. Deletions and alterations have been made to facilitate training objectives. The roles and responsibilities contained herein are similar to, but not intended to represent a complete and comprehensive JIC plan.

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PURPOSE

In the event of a chemical stockpile emergency at the Pine Bluff Arsenal (PBA), this document will serve as a guide for the operation of the Arkansas Joint Information Center (JIC). A JIC is mandatory for the coordinated release of clear, timely, accurate, and consistent information to the public and media.

I. ASSUMPTIONS

1. The possibility of a chemical event involving the stockpile at PBA is highly unlikely; however, the State of Arkansas and the U.S. Army have been entrusted by the U.S. Congress to protect the lives of the citizens in the surrounding communities.
2. The effectiveness of the Chemical Stockpile Emergency Preparedness Program (CSEPP) depends on the public taking appropriate protective actions.
3. The State of Arkansas is subjected to a variety of hazards. A JIC is vital for disseminating emergency information to citizens and the media.
4. All jurisdictions have equal status in JIC operations. Each individual represents his/her own agency while benefitting from a coordinated public information approach. The JIC operates by pooling assets so that each agency has greater resources than if it functioned alone.

II. CONCEPT OF OPERATIONS

1. Upon notification of a Level III or IV chemical accident/incident (CAI), representatives from Pine Bluff Chemical Activity (PBCA), Arkansas Department of Emergency Management (ADEM), the Immediate Response Zone (IRZ), and the Protective Action Zone (PAZ) will form the core JIC coordination team. The coordination team, along with JIC responders, will report to the Arkansas JIC at 123 Main Street in Pine Bluff to begin activation of the JIC. The coordination team will deem the JIC operational when sufficient staff are on hand to provide functional support to all JIC teams.
2. A Joint Information System (JIS) will be established within the CSEPP community to maintain coordination between all CSEPP jurisdictions and the JIC. The JIS is the process by which each entity communicates with one another with information updates. Communication can be accomplished by telephone, fax, e-mail, or other forms of communication.

3. JIS communications will be established with the JIC to maintain coordination if jurisdictions/agencies are unable to relocate to the JIC. The JIC can assist jurisdictions in developing and distributing news releases by getting information out quickly, if the jurisdiction does not have a designated public information officer (PIO) or is too busy to get information out.
4. The PBCA public affairs officer (PAO) will be responsible for JIC management during a military CAI.
5. The JIC will coordinate release of clear, timely, and accurate information to the public and the media.
6. The first member of the coordination team to arrive at the JIC will take on the responsibilities of the operation support chief.
7. News release authority will reside with each jurisdiction or organization.
8. The PBA commander, a local chief elected official, or ADEM may activate the JIC for all other incidents in coordination with the Jefferson County judge. The initiating agency is responsible for staffing the JIC.

III. JIC ORGANIZATION

1. **JIC Coordination Team:** Representatives from PBCA, the ADEM, the IRZ, the PAZ, and other agencies will form the JIC coordination team. The JIC coordination team will be the primary focal point for coordination, comment, and review of all information, photographs, audiovisual tapes, etc., being released from the JIC.
2. **Operations Support Chief:** The operations support chief is responsible for overseeing the physical and technical operations of the JIC facility. Specific responsibilities include management of information flow, communication facilities, computer operations, and means of distribution.
3. **Media Liaison Team:** The media liaison team will be stationed in the media briefing room and will serve as a liaison between the media and the coordination team, as well as the other agencies in the JIC.
4. **Production Team:** The production team will prepare news releases and related material for the coordination team.

5. **Administrative Support Team:** The administrative support team is responsible for distributing all JIC-related materials, including the operation of fax machines, copy machines, and e-mail.
6. **Public Phone Team:** The public phone team responds to and documents public telephone inquiries.
7. **Media Phone Team:** The media phone team responds to and documents media inquiries.
8. **Media Monitoring and Analysis Team:** The media monitoring and analysis team is responsible for monitoring, recording, and analyzing media and public information and inquiries.
9. **Security:** Security is responsible for entry and exit control for the JIC.
10. **EMIS/FEMIS Operators:** The Emergency Management Information System (EMIS)/Federal Emergency Management Information System (FEMIS) operators will monitor the D2PC and status boards on EMIS/FEMIS and provide information to the operations support chief and the JIC coordination team.
11. **Status Board Writer:** The status board writer is responsible for updating all status boards throughout the JIC and providing data entry as required.
12. **Data Entry Personnel:** Data entry personnel are responsible for entering information into databases.

IV. MAINTENANCE OF THIS PLAN

Custodial care of this document lies jointly with the ADEM, Jefferson County OEM, Grant County OEM, PBCA PIO/PAO and the PAZ representative.

At a minimum, this document will be reviewed by the Public Education Outreach Integrated Process Team (PEO IPT) during the first quarter of each calendar year. A copy will be distributed prior to April 15.

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MOCK STANDARD OPERATING PROCEDURES FOR THE ARKANSAS JOINT INFORMATION CENTER

[Current Date]

Note: This document contains a selected subgroup of standard operating procedures (SOPs) normally found in a Joint Information Center. The document is intended for training purposes only. The SOPs contained herein have been specifically selected and modified to meet the goals of the training course in which this document is incorporated.

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Coordination Team

To maintain Joint Information Center (JIC) readiness:

1. Prepare/maintain checklists for JIC assignments.
2. Keep prepared information current and review annually. Information includes, but is not limited to:
 - a. Media kits,
 - b. Smartbooks,
 - c. Pre-prepared news releases,
 - d. Fact sheets,
 - e. Phone and address lists, and
 - f. Maps.

Upon Arrival at the JIC:

1. Enter through the rear door, sign in, and establish communication with the emergency operations center (EOC).

The JIC coordination team serves as a steering committee for the overall operation of the JIC and the focal point for coordination, comment, and review of all information being released from the JIC.

2. Oversee staffing until the operations support chief is present. Review and approve a position roster for 24-hour operation.
3. Hold staff briefings with the operations support chief and team leaders:
 - a. Immediately when essential information becomes available.
 - b. After media briefings or before, if possible.
4. Coordinate all information in news releases and media advisories before release through impacted jurisdictions and agencies.
 - a. Use interjurisdictional information in news releases, when possible.
 - b. Make sure that each jurisdiction initials news releases for which they are responsible.
5. Work with production team to create written materials.
 - a. Fill out internal distribution list for each piece of written information before giving to the person who logs copies for the administrative team.
6. Review questions from media liaison and prepare answers for the media.
 - a. Either create written information or brief the media in person.
 - b. Make sure the JIC and CSEPP community is notified of answers to media questions (Media Inquiry/Request Form [JIC Form I], internal memo, or e-mail).
7. Coordinate with media liaison as to the status of the media at the JIC.
8. Prioritize information for data entry.
 - a. News briefing and conference information, news releases, phone team forms, etc.
9. Provide information for the status board writer.
10. Maintain JIS with PAZ coordinators/PIOs who are absent from the JIC.
 - a. JIS is the process in which each entity communicates with one another with information updates.

11. Plan and conduct media briefings and news conferences.

a. Media briefings

- 1) Establish regular media briefings, that is, on the hour, quarter hour, etc.
- 2) Identify a spokesperson(s) or be prepared to act as a spokesperson for your jurisdiction.
- 3) Review questions as received from the media liaison and prepare answers as needed.
- 4) Maintain checklists of props and equipment needed for briefings.
- 5) Brief team leaders and staff after a news briefing.

b. News conferences

- 1) Schedule news conferences.
- 2) Review questions from the media liaison and prepare answers as needed.
- 3) Brief the spokesperson(s) before a conference or be prepared to act as a spokesperson for your jurisdiction.
- 4) Brief team leaders and staff after a news conference.
- 5) Maintain checklists of props and equipment and determine the layout of a news conference.

Each coordination team member represents his/her own agency and has the authority to release information for that agency.

1. Maintain communication with the respective agency by telephone, e-mail, and fax.
2. Prepare accurate and timely news releases on the basis of information received from the respective agency by making sure the distribution list is on each piece of outgoing copy.
3. Monitor EMIS/FEMIS when possible.

Army Public Affairs Officer at JIC

To maintain JIC readiness:

1. Maintain JIC responder call-down roster.

Before arrival at the JIC:

1. Make call-downs in accordance with the JIC call-down roster.

Upon arrival at the JIC:

1. Report to the JIC through the back door and sign in at the security station. If no one opens the door, open the front door with the key, turn off the alarm, lock the front door, go to the back door, and allow responders to enter. Establish security.
2. Establish and maintain contact with the PAO at PBA EOC (540-2714, 2715) (Fax: 2753). Get details of the incident/situation. Remind the PAO to e-mail/fax the JIC (541-5403) a copy of the initial news releases from the Army.
3. Establish contact with county IRZ PIOs and ADEM PIOs if they are not present at the JIC. Determine the time that they will arrive at the JIC.
4. Draft first JIC news release advising the media that the JIC is operational.
5. Confer with the operations support chief and team leaders on the status of JIC activation/operation.
6. Release Army-approved information to the status board writer for all status boards.
7. Continue contact with the PBA EOC PAO and oversee the writing of news releases. Get final approval of all Army news releases from the immediate response force (IRF) commander/EOC manager/JAG.

Jefferson County Public Information Officer

To maintain JIC readiness:

1. Establish and maintain an entry control roster for the JIC and
 - a. Post it by the back door,
 - b. Change and update it as needed, and
 - c. Review it quarterly.
2. Verify and update broadcast fax numbers.

Before arrival at the JIC:

Assist the coordinator in sending out the EAS message.

Upon arrival at the JIC:

1. Enter through the front door if he/she is the first person there, disarm the alarm, relock the door, and establish security. If not the first person there, enter through the back door. Sign in.
2. Inform JIC staff of the EAS message.
3. Establish and maintain an entry control roster by the JIC back door. Change as necessary. Review quarterly.
4. Confer with the operations support chief and team leaders on the status of JIC activation/operation.
5. Be prepared to act as Jefferson County spokesperson during a news conference. If someone else is representing Jefferson County at a news conference, update him/her with the most current information before the news conference.

Grant County Public Information Officer

Before arrival at the JIC:

1. Receive call-downs from Grant County dispatcher about arsenal accident/incident.
2. Begin monitoring the EAS for PADs (KOTN ***) and proceed to Grant County EOC.
 - a. See MOU between Grant and Jefferson Counties, Subject: First EAS message.
3. Upon arrival at the EOC, obtain PADs from the coordinator and judge.
4. Release subsequent Grant County EAS message, if required.
5. Establish JIS with state, PBCA, and Jefferson County PIO/PAOs.
6. Obtain release from judge/coordinator and proceed to the JIC.

Upon arrival at the JIC:

1. Enter the JIC through the back door, sign in, and report to the coordination team for an update.
2. Maintain contact with the Grant County EOC (ADP) (870-942-4843).
3. Prepare news reports for Grant County on JIC letterhead and obtain authority to release.
4. Be prepared to act as Grant County spokesperson during a news conference. If someone else is representing Grant County at a news conference, update him/her with the most current information before the news conference.

Arkansas CSEPP Public Information Officer

Before arrival at the JIC:

1. Receive notification of incident/accident at PBCA.
2. If at work or in Conway, go to the ADEM EOC for information on:
 - a. Plume direction;
 - b. PAR and/or PAD, if made;
 - c. Injuries and deaths;
 - d. Actions of IRZ and PAZ counties;
 - e. Whether the governor has been notified and his/her guidance/concerns; and
 - f. Best route to the JIC on the basis of the current situation.
3. Supervise a state EAS release on the incident through connection with AETN, noting all PADs, TCPs, and reception centers in place at the time. Additional EAS messages may need to be sent out as the incident progresses. EAS messages should be repeated as long as the situation exists.
4. Check out a state vehicle and proceed to the JIC.
5. If outside Conway, call ADEM EOC and ask for guidance from the team chief as to whether to come in or go directly to the JIC. Make sure to receive all above information.
6. While en route, maintain contact with the PIO at the State EOC and the JIC (870-541-5414) once it is opened. Make sure that the state EOC is sending out updated EAS messages, if necessary, and repeating them as needed. ETA 1¼ to 2 hours, depending on the route.

Upon arrival at the JIC:

1. Get an update from the EMIS/FEMIS operator, look over the releases sent so far, and find out about trends in public and media phone calls.
2. Brief the media on the state's role and any new information available.
3. Touch base with state agencies (through the EOC) to make sure that they are aware of JIC activation. Notify any agencies involved in public or media inquiry trends.

Arkansas Department of Health PIO/JIC Liaison

1. A representative of the Arkansas Department of Health (ADH) will report to the JIC and serve as a liaison between the coordination team and ADH. The ADH representative will:
 - a. Participate in staff briefings with the operations support chief and team leaders as necessary.
 - b. Coordinate all health information in news releases and media advisories with the ADH PIO and the JIC coordination team.
 - c. Review health questions from the JIC coordination team and forward those questions to the ADH PIO for answers.
2. The ADH liaison will represent his/her own agency and will have the authority to release information for that agency. In addition, the ADH liaison will:
 - a. Maintain communication with the respective agency by telephone, e-mail, and fax.
 - b. Forward all ADH press releases, health alerts, etc., to the JIC for information.
3. The ADH liaison will prepare his/her checklist for specific duties relating to his/her jurisdiction and review it with the coordination team.
4. The ADH liaison will advise the ADH PIO of JIC media briefings and news conferences. The ADH liaison will advise the JIC coordination team of ADH media briefings and news conferences.
5. The ADH liaison will get answers from the ADH PIO in response to media questions that arise from JIC media briefings and news conferences, as necessary.

Operations Support Chief

Before arrival at the JIC:

Contact personnel on the call-down list.

Upon arrival at the JIC:

Enter through the front door, disarm the alarm, relock the door, and sign in.

1. Establish security at the JIC.
 - a. Ensure that all exterior doors remain locked until staffed by security personnel.
 - b. Brief security personnel on duties and responsibilities upon arrival at the JIC.
2. Coordinate with team leaders and JIC members for rotation of personnel for 24-hour operations.
3. Ensure synchronization of all clocks, including fax machines, computers, and wall clocks, with the EMIS/FEMIS server.
4. Ensure that the following equipment is operational:
 - a. Telecommunications equipment,
 - b. Fax machines,
 - c. Copy machines, and
 - d. Computer equipment.
5. If the Jefferson County OEM is unable to repair equipment:
 - a. For copiers and fax machines, call
 - 1) OR&R Copiers at 534-3650 or 1-800-755-2644 (See JIC equipment list on copier.)
 - b. For telephones, call
 - 1) Southwestern Bell at 1-800-246-8464 or 541-2975.
6. Meet with the media phone team, public phone team, media monitoring and analysis team, administrative support team, and security team and update the JIC coordination team.

Media Liaison

1. Coordinate with security to track the media through the media/visitor sign-in log.
 - a. Monitor the sign-in log for names and affiliations of the media and bring any names to the attention of the coordination team.
2. Provide the media with media kits, news releases, media advisories, and fact sheets. (Media kits and fact sheets are located at the media liaison desk).
 - a. Prepare extra kits as needed.
 - b. Place relevant fact sheets in bins on the wall in the briefing room.
 - c. Familiarize yourself with what is available, its content, and its location.
 - d. Make copies as needed from the *master the copy file* – a minimum of 20 each.
3. Coordinate with the administrative support team leader for the number of copies of news releases needed for distribution. Keep 10 extra copies on hand.
4. Ensure that the media work area is set up.
 - a. Straighten up the media work area and remove all unnecessary materials.
 - b. If extra storage space is needed, contact the Jefferson County PIO or the Jefferson County equipment manager.
5. Reply to media questions or refer questions to the appropriate representative utilizing the Media Inquiry/Request Form (JIC Form I) and log the disposition of the questions. (JIC FORM **) (Copies of JIC Form I and log are located at the media liaison desk).
 - a. Become familiar with the forms and the information needed.
 - b. Brief the media on answers and post.
6. Provide support for briefings in the following manner:
 - a. Record all one-on-one briefings and note unanswered questions.
 - b. Coordinate all media briefings/news conferences with the coordination team.
 - c. See that all agencies involved in JIC operations schedule and hold media briefings in the media briefing room.
7. Inform the media of scheduled news conferences with a sign, a microphone on the podium, and/or handouts. Give the media representatives a five-minute reminder so that they can take their seats before a conference begins.
8. Ensure that the briefing area is prepared and maintained, including arranging tables, chairs, flags (American on stage right and Arkansas on stage left), laser pointers, podium, and microphones for the spokesperson.
9. Make sure the door chime is disabled.
10. Be prepared to act as a facilitator at a news conference.
 - a. Facilitator information (see pre-scripted information for facilitator):
 - 1) Stand throughout the briefing
 - 2) Tell the audience how the news conference will be conducted; that is, speakers will give a statement and after they have all spoken, take questions and have the media raise hands to be recognized.
 - 3) Introduce each spokesperson and give his/her title and the agency they represent.
 - 4) State how long the news conference will last. Aim for 30 to 45 minutes. When questions start coming at a slower pace or there are lulls between questions, tell the media you can only take one more question and stick to it.

- 5) When the conference has ended, tell the media when the next news conference is scheduled. Ask agency spokespersons to remain behind and address any unanswered questions.
11. Ensure that notes are taken at news conferences.
 - a. Have the notes typed up, approved by the coordination team, and distributed to JIC personnel and the media; have notes faxed or e-mailed to jurisdictions.
12. Arrange for video or audio recording of all media briefings and news conferences. Provide copies to Media Monitoring and Analysis.

Public Phone Team Member

Upon arrival at the JIC:

Enter through the back door, sign in, and report to the public phone team leader.

1. Help ensure that the public phone team area is operational.
 - a. Report any problems to the team leader.
2. Complete a phone team form for each inquiry.
3. Respond to public inquiries in a timely and accurate manner.
 - a. Check information on the status board, Smartbook, news releases, closed phone inquiries, and information from news conferences and briefings.
 - b. Be alert to identify trends.
 - c. If you are unable to answer a question:
 - 1) Tell the person someone will return the call.
 - 2) Fill out the form as much as possible and hand it to the team leader.
 - 3) Have coordination team members return completed forms to the phone team leader.
He/she may return a call or instruct the phone team to call back.
4. Provide all phone team forms to the team leader.
5. Immediately advise the team leader of any urgent or life-threatening situations.
 - a. Maintain telephone contact with individuals in distress and forward their calls to the proper emergency agency (i.e., 911).

Media Phone Team Member

Upon arrival at the JIC:

Enter through the back door, sign in, and report to the media phone team leader.

1. Help ensure that the media phone team area is operational.
 - a. Report any problems to the team leader.
2. Complete a phone team form for each inquiry.
3. Respond to media inquiries in a timely and accurate manner.
 - a. Check information on the status board, Smartbook, news releases, closed phone inquiries, and information from news conferences and briefings.
 - b. Be alert to identify trends.
 - c. If you are unable to answer a question:
 - 1) Tell the person someone will return the call.
 - 2) Fill out the form as much as possible and hand it to the team leader.
 - 3) Have coordination team members return completed forms to the phone team leader.
He/she may return a call or instruct the phone team to call back.
4. Provide all phone team forms to the team leader.
5. Immediately advise the team leader of any urgent or life-threatening situations.
 - a. Maintain telephone contact with individuals in distress and forward their calls to the proper emergency agency (i.e., 911).

Key Events

The Pine Bluff Community CSEPP EX 2001 will consist of the key events listed in the table below.

Expected Time	Actual Time	Activity
0745		Download order is issued.
0800		STARTEX – GB-filled M55 rocket motor ignites. Three workers inside the igloo begin to exit, and as they are about to exit, two explosions occur.
0801		Workers at igloo 62-390 report two explosions and smoke coming out of the igloo to the PBA EOC. They report that they do not see fire.
0801		On-post sirens are sounded.
0802		On-post TARs are sounded.
0803		Initial hotline notification is conducted.
0803		Initial notification is received at ADEM, Jefferson County, and Grant County.
0803		Notification of a Chemical Event, with PARs, is disseminated through EMIS.
0804		PBA EOC are activated.
0805		All PBA emergency responders are notified and prepare to respond.
0806		PBA security establishes site security and secures area.
0810		Fire department establishes the initial hotline.
0810		Responders begin arriving at the FCP.
0812		First emergency responders enter chemical limited area.
0812		MPDS arrives at hotline.
0814		Fire department arrives at igloo.
0820		EOD arrives at FCP.
0820		IOC safety is notified.
0823		RTAP begins monitoring at hotline.
0825		HQDA AOC is notified.
0830		NRC is notified.
0830		Casualties are transported to PDS.
0831		EOC 24-hour staffing is determined/scheduled.
0833		EOC requests SRF advance team.
0839		SBCCOM is notified.

Expected Time	Actual Time	Activity
0849		EOD arrives at igloo.
0850		Request for SRF support is made to AOC.
0909		Patients from accident site begin arriving at clinic.
0930		EOD completes work at igloo; closes igloo door.
0935		Igloo door closed is reported to EOC. EOD processes through PDS.
0943		Area decontamination begins.
1100		Transition brief to SRF (MG Doesburg) is scheduled for 0800 tomorrow.
1127		RTAP is at incident scene for monitoring.
1210		NOK are notifications completed.



INTEGRATED PERFORMANCE EVALUATION

1

Activity 1 Response Stream Identification

Pre-Activity
Preparation

Notes



INTEGRATED PERFORMANCE EVALUATION

2

Review of Response Streams

- “A set of activities or tasks that lead to a desired outcome or consequence of the response.”
 - I. Hazard Mitigation
 - II. Hazard Analysis
 - III. Population Warning
 - IV. Protective Action Implementation
 - V. Evacuee Support
 - VI. Victim Care
 - VII. Public Information



INTEGRATED PERFORMANCE EVALUATION

3

Response Streams

- Each response stream is defined in various places in the Student Notebook:
 - Tab 9, IPE Guide, pages 1.3 and 1.4
 - Tab 9, IPE Guide, Appendix F (glossary)
 - Tab 3, pages 1.4–1.6

IFE INTEGRATED PERFORMANCE EVALUATION

Sample PEG

For Use by IPE Pilot Course
Task: Team performs a Medical Treatment Facility (MTF) Visit.
Setting: MTF Visit
Resource: Medical Treatment Facility

Apparatus: Aerial lift, 4 or 6 wheel vehicles, ladders, containers, or various other items at the location and/or in the original safety material used in previous lesson area (if any).

Conditions: Team provides rescue and/or transport of injured patient or victim, provides rescue and transportation, availability of emergency medical and availability of appropriate medical equipment and supplies, provides communication support, knowledge of resources, MTF/MR/MS, plus resources, and equipment.

Steps:

1. Conduct and meet the objectives to transport victim(s) and/or begin rescue procedures.
2. Obtain and/or provide patient history, assess the condition of the patient during rescue procedures.
3. Determine the type and quantity of medical equipment in the patient and the medical and extent of equipment.
4. Determine the type and quantity of medical equipment in the patient and the medical and extent of equipment.
5. Determine the type and quantity of medical equipment in the patient and the medical and extent of equipment.
6. Determine the type and quantity of medical equipment in the patient and the medical and extent of equipment.
7. Determine the type and quantity of medical equipment in the patient and the medical and extent of equipment.

Expected Outcome: Patients are given appropriate medical treatment consistent with their injuries, illness, or extent of exposure. Patients are stabilized and transported to the appropriate medical facility.

Comments: No patients die or are permanently incapacitated as a result of injury or illness.

Activity 1: Response Stream Identification

Notes

IFE INTEGRATED PERFORMANCE EVALUATION

Data Collection Guide

Task-based Template

- Organized by response stream
- Lists PEGs and their expected outcomes
- Allows team members to fill in the blanks
- Provides a flexible, structured format
- Can be completed either on a hard copy or electronically

Activity 1: Response Stream Identification

IFE INTEGRATED PERFORMANCE EVALUATION

Activity 1

Response Stream Identification

- Teams review mock evaluators' notes and identify appropriate response streams
- Some notes may refer to more than one response stream or to none

Activity 1: Response Stream Identification

Student Copy

**Evaluator Notes
and Observations**

Rushmore County EOC

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Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream
0800	RMC	Evaluator arrives at Dispatch (911) Center. No pre-positioning of EOC personnel is observed.	
0825	RMC	Emergency management personnel start arriving for work (normal duty hours are 0830–1700).	
0830	RMC	The controller makes a phone call to the EOC, checking to see if play has started.	
0840	RMC	Start exercise	
0839	RMC	Rushmore County Dispatch (911) Center (24-hour warning point) receives a call from BACD via the Depot/County Hotline informing them of a chemical event at the depot through a reading of Emergency Notification Form. Installation Commander provided Chemical Event Notification Level (CENL) and off-post PAR to Rushmore, Cody, and Badlands Counties. (Evacuate Zones 1 and 2) Time of Event: 0830 Speed/Direction of Wind: 2.1 mph from 039° Agent: HD (mustard) Injuries to workers: extent unknown End of Call: 0842	
0840	RMC	Dispatcher covers the phone mouthpiece and says on the EOC sound system: “EM director report to Dispatch” and pushes the all-call pager button.	
0841	RMC	Dispatch notifies the Rushmore Director of Emergency Management (DEM) and Center staff to initiate telephone call-down of EOC staff using alert/warning roster. (Note: The date printed on the roster is 1 year old - problem??)	
0841	RMC	EM staff’s pagers start beeping.	
0842	RMC	EM staff rapidly set up EOC (placing each response agency/position’s procedural binder on a desk, getting telephones checked, etc.).	
0842	RMC	Dispatch notifies West Dakota EOC and reads ENF to State EOC Duty Officer.	
0843	RMC	DEM calls the depot, requests liaison, and is told that the liaison cannot be sent because of the plume path.	
0843	RMC	DEM asks EOC hazard analyst to provide more information on the plume path: “What do you have for me to work with?”	

**Badlands Community CSEPP Exercise
Rushmore County EOC**

Time 24 hr	Juris.	Activities	Stream
0844	RMC	EOC receives PAR and hazard plot from FEMIS. Hazard analyst tells DEM that telephone and FEMIS information is consistent.	
0845	RMC	County Judge and City Mayor arrive and confer with DEM, accept depot PAR (agree to evacuate Zones 1 and 2 as first PAD; pre-determined default PAD).	
0845	RMC	Mayor (who is also the PIO) calls University of West Dakota Journalism Department and requests that the JIC be set up.	
0845	RMC	First siren activation by County (silent test of 19 sirens).	
0846	RMC	EOC is activated. Staff and department representatives begin to arrive.	
0846	RMC	Fire Chief alerts Rushmore County Fire Department to prepare to route alert in Zones 1 and 2, if necessary, and then informs them that they should report to reception and Decon Station at Camp Roosevelt.	
0848	RMC	DEM briefs EOC personnel and agency representatives. County is in the process of evacuating Zones 1 and 2. Sirens sounded. EAS message will be broadcast at end of siren sounding. Time of Event: 0830 Speed/Direction of Wind: 2.1 mph from 039° Agent: HD (mustard) Injuries to workers: extent unknown	
0848	RMC	County Heath representative notifies St. Mark's Hospital of a chemical event at BACD and states that there have been injuries, but the extent is unknown.	
0848	RMC	Siren activation concludes. (Note: simulated siren/silent test.)	
0849	RMC	DEM confers with Superintendent of Schools to determine whether schools are in session. (Note: schools are not in session.)	
0849	RMC	City police arrive to provide EOC security.	
0849	RMC	PIO, DEM, and judge release first EAS message to radio station; news advisory is prepared and faxed to media.	
0850	RMC	Tone alert radios are sounded in selected sectors and special facilities.	
0851	RMC	County established FEMIS communication with state.	
0855	RMC	First BACD press release arrives at County via facsimile.	

Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream
0855	RMC	Medical Coordinator started contacting special-needs people and calling nursing homes.	
0856	RMC	County ambulance and fire rescue vehicles are dispatched to staging area 1.	
0858	RMC	RACES confirms contact with State and Cody and Badlands Counties.	
0859	RMC	Communications Officer reports EAS message heard, tone alerts have operated successfully, and 17 sirens are operational.	
0900	RMC	DEM directs Fire Chief to route alert the areas around the 2 non-operational sirens and have vehicles and personnel report to Camp Roosevelt. (Note: no information as to what they will say is provided.)	
0900	RMC	Fire Chief dispatches all unused equipment to staging area 2.	
0902	RMC	County Fire Service dispatches truck to Flatlands Recreation Area to alert campers and boaters to listen to EAS station, afterward report to Camp Roosevelt.	
0902	RMC	DEM confers with the State EOC as to rail and interstate status.	
0902	RMC	DEM briefs EOC and declares it fully operational. County is in the process of evacuating Zones 1 and 2. Sirens sounded. EAS message broadcast.	
0903	RMC	PIO places a recorded message on City Line Cable.	
0905	RMC	BACD requests which hospital to send injured worker.	
0905	RMC	State Police Dispatch informs County Dispatch 6 that state troopers are being assigned to the City of Rushmore and will report to the City Police Department.	
0905	RMC	State Occupational Safety and Health representative reminds Rushmore Health Department representative about PPE use.	
0905	RMC	PIO faxes EAS message and news advisory to State EOC.	
0905	RMC	Badlands Chapter of Red Cross confers with Red Cross Chapter representative at Badlands County. Camp Roosevelt is selected as a shelter location.	
0905	RMC	School Superintendent confirms that no students are at schools. Staff have been told to lock and leave all schools.	
0905	RMC	County and City make local Declarations of Emergency.	
0905	RMC	BACD ENF received and then faxed to State EOC.	

**Badlands Community CSEPP Exercise
Rushmore County EOC**

Time 24 hr	Juris.	Activities	Stream
0906	RMC	DEM confirms with State EOC that all rail traffic has been stopped from entering the IRZ and PAZ, and trains there are being exited.	
0908	RMC	Law Enforcement dispatched three TCPs (Nos. 3, 4, and 5) and confirmed with Public Works that barriers are being delivered to TCPs.	
0908	RMC	Law enforcement informs Cody, Badlands, and State Law Enforcement representatives of TCPs.	
0912	RMC	PIO informed State EOC Ops Officer of local Declaration of Emergency by Rushmore County and City of Rushmore and that a fax will follow to the State and JIC.	
0915	RMC	PIO initiates a conference call to Depot, State, and Rushmore and Cody County PIOs to decide if they are going to activate the JIC. Parties agree to activate the JIC.	
0915	RMC	BACD requests which hospital to send additional injured workers.	
0915	RMC	Rushmore Fire and RACES report in from JIC, being set up.	
0916	RMC	A VIP tour arrives at EOC, and security will not let them in. One evaluator goes out to try to resolve the situation. The VIPs are permitted inside with an escort.	
0916	RMC	State Police representative at State EOC informed Law Enforcement of plan to block exiting of interstate at exits 12, 13, and 14; troopers are being dispatched.	
0917	RMC	The county agriculture representative discussed the situation at county recreational area and hunting/fishing areas with state fish and wildlife officials and with the state vet regarding available pet-care facilities in the Badlands and with State Department of Agriculture officials regarding possible precautionary quarantine of crops and animals.	
0917	RMC	DEM declares EOC fully operational (2 nd time) and notifies the State EOC.	
0917	RMC	DEM receives telephone call from ??? (Note: Notified by Badlands EOC that reception for evacuees is to be at Camp Roosevelt; Decon Unit will be in operation soon; and ARC is setting up shelter nearby.)	

Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream
0920	RMC	Mock Media arrive at EOC and request admittance. Security denies them. MM then request an interview with DEM. DEM and the evaluator go outside to conduct interview. (Note: Interview concluded at 0940.)	
0920	RMC	FEMIS is running on the projection screen, with all boards updated and maps in place.	
0920	RMC	The State Exercise/Training Officer arrives at Rushmore EOC to represent the State.	
0920	RMC	The Deputy DEM briefs the staff at the EOC and calls the State EOC to update the situation.	
0920	RMC	The ARC representative informed by the Badlands ARC of a request for State assistance (troopers, social service representatives, and animal care) at its designated shelter at the Badlands Park District's Camp Roosevelt.	
0921	RMC	The Communications Officer states that the NOAA message was heard, as well as the EAS message, from Cody County and distributes copies of these messages.	
0925	RMC	Baxter Care Center requested transportation assistance from the Medical Coordinator for evacuating two "residents" in wheelchairs. Other residents were placed in the van to go to Camp Roosevelt.	
0930	RMC	The State PIO receives a media release via fax.	
0934	RMC	EOC department tasking status is reported.	
0934	RMC	Medical Coordinator reported receiving assistance requests from three special-needs persons: one with a feeding tube, one who is paralyzed and on oxygen, and one who is blind. DEM receives this information at 0940 and subsequently determines to shelter them in place, as they are unreachable at this time. <i>Evaluator note to self: These people seem to be forgotten, as no follow-on action occurred during the exercise.</i>	
0935	RMC	The State exercise and training officer arrives.	
0935	RMC	Rushmore PIO reports having arrived at the JIC.	
0940	RMC	The County Ambulance Service reports arriving at Baxter and loading residents to take to St. Mark's and then proceeding to Camp Roosevelt for decon.	
0940	RMC	BACD provided situation report by phone and fax; Rushmore faxes to State and Badlands County.	

**Badlands Community CSEPP Exercise
Rushmore County EOC**

Time 24 hr	Juris.	Activities	Stream
0942	RMC	Fire Chief reports all route alerting completed and County Fire Service reports its route alerting at recreation area and three fishing spots is completed; <i>all units are going to Camp Roosevelt for decon.</i>	
0945	RMC	ARC reports that the shelter at Badlands Park District is being activated according to Badlands County ARC.	
0945	RMC	Public Works has barricades in place, and police have TCPs operational.	
0946	RMC	Law Enforcement requests two State trooper assist at TCP Nos. 3 and 4. TCP No. 2 stays in reserve.	
1009	RMC	Cody EM is stopping westbound traffic from entering Rushmore County.	
1010	RMC	Lift van reports two Baxter residents dropped at St. Mark's.	
1010	RMC	EOC briefing.	
1015	RMC	Mayor notified that the JIC was operational at 1010; major rumor received regarding large cattle kill.	
1016	RMC	Discussion of what is going on with the dead animals. "That's not in the extent of play." Determination by EOC staff is that no animals were located in the downwind area of Zones 1 and 2, and if there were, how would anybody know since they were all evacuated. Rumor dismissed as just that — a rumor. (Note: no further action taken.)	
1016	RMC	State Health Coord. informs Health Coord. that public drinking water sources in Rushmore and Deere Counties for downwind towns have been shut down pending further information.	
1016	RMC	Police Chief reported status of traffic at TCPs is "very light to negligible."	
1016	RMC	TCPs withdrawn; end of play.	
1017	RMC	Discussion of whether or not access control to the evacuated area is needed.	
1020	RMC	Map of county is studied, and 15 access control points (ACP) are determined to be required if the area is to be "secured."	
1021	RMC	The Police Chief calls the State EOC to request State Troopers to assist at ACPs.	
1050	RMC	All Public Works, Fire Department, Police Department, and Ambulance equipment is currently located at staging areas 1 and 2, with the exception of cruisers at the TCPs.	

Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream
1050	RMC	The mayor is informed that the first press conferences at the JIC are scheduled for 1130 and 1230. Press releases will be prepared for distribution.	
1101	RMC	The mayor informs the DEM of the latest rumors and that a press release is being prepared by JIC to combat the rumor that five depot workers are dead and five are clinging to life.	
1110	RMC	FEMIS is not interactive with the State EOC.	
1125	RMC	The mayor briefs the EOC on the JIC news conference and also on the news conference held at the State.	
1130	RMC	The DEM, judge, and mayor review new information from the depot and decide to leave PAD in place, call the State EOC to discuss actions, and continue present PAD.	
1135	RMC	Badlands ARC is opening a shelter at noon at County fairgrounds.	
1140	RMC	Hazard analyst in concurrence with DEM said his calculations of the plume posed no threat to the population. Plume is well inside of the depot.	
1151	RMC	An EOC briefing is conducted as to revised State, depot, and county response due to new information.	
1215	RMC	A copy of the State Declaration is faxed from the Governor's office to Rushmore.	
1216	RMC	National Guard told to deploy an Engineer Company to the City of Rushmore Armory to assist at the Red Cross shelter and at the ACPs.	
1217	RMC	Badlands ARC reports on shelter status and unmet needs.	
1320	RMC	Exercise terminated.	

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IPE INTEGRATED PERFORMANCE EVALUATION

Activity 2 Developing a Team Time Line

Pre-Activity
Preparation

Notes

IPE INTEGRATED PERFORMANCE EVALUATION

Jurisdiction Time Line

Time 24 hr.	Juris.	Activity	Stream
9:35	CLE	EOC Staff Briefing; still at CE; Igloo fire burned itself out; Met data (same) wind @2.1 m/s from 039	
9:39	CLE	EOC receives notifications that first victims have been sent to St. Marks hospital.	
9:45	CLE	American Red Cross (ARC) Chapter representative indicates activation of shelter at the Badlands Park District's Camp Roosevelt (where the fixed decontamination facility is also located)	
9:55	CLE	ARC representative receives notification from Camp Roosevelt that the previously agreed upon building is not acceptable for use as a shelter at this time; another building is inspected and designated to be the shelter.	
10:10	CLE	EOC notified that the fixed decontamination facility was declared operational (NOTE TO SELF: Who called? [Facility Manager]).	

IPE INTEGRATED PERFORMANCE EVALUATION

Time Line Development

- Developed by the team during post-exercise meetings
- Developed from compilation/consolidation of each evaluator's raw notes and the documented times from the exercise
- Integrated into a document that depicts the time actions were taken by the responders



INTEGRATED PERFORMANCE EVALUATION

4

Significant Events Time Line

- The significant events time line is developed from the individual jurisdictional time line information.
- It is a consolidation of all of the significant actions taken by responders in a jurisdiction.

Notes



INTEGRATED PERFORMANCE EVALUATION

5

Activity 2 Developing a Team Time Line

- Divide teams into three elements
- Each element reviews one of the provided mock evaluator notes (Evaluator A, B, or C)
- Teams determine entries to be included in Team Jurisdiction Time Line
- Teams identify which entries should be included in Community Significant Events Time Line

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Evaluator A Notes and Observations

Rushmore County EOC

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Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream
0800	RMC	Evaluator arrives at Dispatch (911) Center; no pre-positioning of EOC personnel observed.	
0830	RMC	The controller calls the EOC to check if play has started.	
0840	RMC	Start exercise	
0839	RMC	Rushmore County Dispatch (911) Center (24-hour warning point) receives a call from BACD via the depot/county hotline informing them of a chemical event at the depot through a reading of the Emergency Notification Form. The Installation Commander provided the Chemical Event Notification Level (CENL) and off-post PAR to Rushmore, Cody, and Badlands Counties (evacuate Zones 1 and 2). Time of Event: 0830 Speed/Direction of Wind: 2.1 mph from 039° Agent: HD (mustard) Injuries to workers: extent unknown End of Call: 0842	
0841	RMC	Dispatch notifies Rushmore Director of Emergency Management (DEM) and center staff initiate telephone call-down of EOC staff using alert/warning roster. (Note: date printed on roster is 1 year old - problem??)	
0842	RMC	Dispatch notifies West Dakota EOC and reads ENF to state EOC duty officer.	
0845	RMC	County judge and city mayor arrive and confer with DEM, accept Depot PAR (agree to evacuation of Zones 1 and 2 as first PAD; predetermined default PAD).	
0845	RMC	County activates first siren (silent test of 19 sirens).	
0848	RMC	DEM briefs EOC personnel and agency representatives County is in the process of evacuating Zones 1 and 2 Sirens sounded EAS message to be broadcast at end of siren sounding Time of Event: 0830 Speed/Direction of Wind: 2.1 mph from 039° Agent: HD (mustard) Injuries to workers: extent unknown	
0848	RMC	Siren activation concludes (Note: simulated siren/silent test).	
0849	RMC	PIO, DEM, and judge release first EAS message to radio station, news advisory is prepared and faxed to media.	
0855	RMC	First BACD press release arrives at county via facsimile.	

Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream
0859	RMC	Communications officer reports EAS message heard, tone alerts have operated successfully, and 17 sirens are operational.	
0900	RMC	DEM directs fire chief to route alert the areas around the two nonoperational sirens and then have vehicles and personnel report to Camp Roosevelt. (Note: no information as to what they will say is provided.)	
0902	RMC	DEM confers with state EOC as to rail and interstate status.	
0902	RMC	DEM briefs EOC and declares EOC fully operational. County is in the process of evacuating Zones 1 and 2. Sirens sounded EAS message broadcast	
0905	RMC	BACD requests which hospital to send injured worker.	
0905	RMC	Badlands ARC Chapter confers with Red Cross Chapter representative at Badlands County; Camp Roosevelt selected as shelter location.	
0905	RMC	County and city make local declarations of emergency.	
0912	RMC	PIO informed state EOC Ops officer of local declaration of emergency by Rushmore County and City of Rushmore and that a fax would follow to the state and JIC.	
0915	RMC	PIO initiates conference call to depot, state, Rushmore and Cody County PIOs to decide if they are going to activate the JIC. Parties agree to activate the JIC.	
0917	RMC	The county agriculture representative discussed the situation at the county recreational area and hunting/fishing areas with state fish and wildlife officials and with the state vet regarding available pet-care facilities in the Badlands and with State Department of Agriculture regarding possible precautionary quarantine of crops and animals.	
0920	RMC	Mock media arrive at the EOC and request admittance. Security denies them. MM then requests an interview with the DEM. The DEM and evaluator go outside to conduct the interview. (Note: interview concluded at 0940.)	
0945	RMC	The public works department has barricades in place, and police have TCPs operational.	
1010	RMC	Lift van reports 2 Baxter residents dropped at St. Mark's.	
1010	RMC	EOC briefing	
1015	RMC	Mayor notified the JIC was operational at 1010; major rumor of large cattle kill.	

**Badlands Community CSEPP Exercise
Rushmore County EOC**

Time 24 hr	Juris.	Activities	Stream
1016	RMC	Discussion of what is going on with the dead animals. “That’s not in the extent of play.” The EOC staff determine that no animals were located in the downwind area of Zones 1 and 2, and if there were, no one would know because they had all been evacuated. Rumor dismissed as just that, a rumor. (Note: no further action taken.)	
1017	RMC	Discussion of whether or not access control to the evacuated area is needed.	
1020	RMC	Map of county studied and 15 access control points must be set up if the area is to be “secured.”	
1050	RMC	Mayor is informed that first press conferences at JIC are scheduled for 1130 and 1230; press releases will be prepared for distribution.	
1101	RMC	Mayor informs DEM of latest rumors and press release being prepared by JIC to combat rumor that five depot workers are dead and five are clinging to life.	
1125	RMC	Mayor briefs EOC on JIC news conference and news conference held at the state.	
1130	RMC	The DEM, judge, and mayor review new information from the depot and decide to leave the PAD in place, call state EOC to discuss actions, continue with the present PAD.	
1151	RMC	EOC briefing is conducted as to revised state, depot, and county responses due to new information.	
1215	RMC	Copy of state declaration is faxed from the Governor’s office to Rushmore.	
1320	RMC	Exercise terminated.	

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**Evaluator B Notes
and Observations**

Rushmore County EOC

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**Badlands Community CSEPP Exercise
Rushmore County EOC**

Time 24 hr	Juris.	Activities	Stream
0800	RMC	Evaluator arrives at Dispatch (911) Center, no pre-positioning of EOC personnel observed.	
0825	RMC	Emergency management (EM) personnel start arriving for work (normal duty hours are 0830–1700).	
0840	RMC	Start exercise.	
0841	RMC	EM staff's pagers start beeping.	
0842	RMC	EM staff rapidly set up EOC (placing each response agency/position's procedural binder on desk, getting telephones checked, etc.).	
0844	RMC	EOC receives PAR and hazard plot from FEMIS. Hazard analyst tells DEM that telephone and FEMIS information are consistent.	
0846	RMC	EOC is activated. Staff and department representatives start arriving.	
0848	RMC	DEM briefs EOC personnel and agency representatives County is in the process of evacuating Zones 1 and 2. Sirens sounded. EAS message to be broadcast at end of siren sounding. Time of Event: 0830 Speed/Direction of Wind: 2.1 mph from 039° Agent: HD (mustard) Injuries to workers: extent unknown	
0848	RMC	County health representative notifies St. Mark's Hospital of a chemical event at BACD and relates that injuries have occurred, but the extent is unknown.	
0848	RMC	Siren activation concludes. (Note: simulated siren/silent test.)	
0849	RMC	City police arrive to provide EOC security.	
0850	RMC	Tone alert radios are sounded in selected sectors and special facilities.	
0851	RMC	County established FEMIS communication with state.	
0855	RMC	Medical coordinator started contacting special-needs people and calling nursing homes.	
0858	RMC	RACES confirms contact with state and Cody and Badlands Counties.	
0902	RMC	County fire service dispatches a truck to Flatlands Recreation Area to alert campers and boaters to listen to EAS station and afterward report to Camp Roosevelt.	

**Badlands Community CSEPP Exercise
Rushmore County EOC**

Time 24 hr	Juris.	Activities	Stream
0905	RMC	State Occupational Safety and Health representative reminds Rushmore Health Dept. representative about PPE use.	
0905	RMC	School superintendent confirms that no students are at schools; staff have been told to lock and leave all schools.	
0905	RMC	BACD ENF is received and faxed to State EOC.	
0908	RMC	Law enforcement dispatched three TCPs (3, 4, and 5) and confirmed with public works that barriers are being delivered to TCPs.	
0908	RMC	Law enforcement informs Cody, Badlands, and State law enforcement representatives of TCPs.	
0915	RMC	BACD requests which hospital to send additional injured workers.	
0916	RMC	VIP tour arrives at EOC, but security will not let them in. One evaluator tries to straighten out the situation. VIPs are permitted inside with an escort.	
0917	RMC	DEM declares EOC fully operational (second time) and notifies the state EOC.	
0920	RMC	Mock media arrive at EOC and request admittance to the EOC. Security denies them. MM then requests an interview with DEM. DEM and evaluator go outside to conduct interview. (Note: interview concluded at 0940.)	
0920	RMC	FEMIS is running on projection screen; all boards are updated; and maps are in place.	
0920	RMC	The ARC representative is informed by the Badlands ARC of a request being made for state assistance (troopers, social service representatives, and animal care) at its designated shelter at the Badlands Park District's Camp Roosevelt.	
0921	RMC	The communications officer states that the NOAA message was heard, as well as an EAS message from Cody County and distributes copies of messages.	
0934	RMC	EOC department tasking status reported.	

**Badlands Community CSEPP Exercise
Rushmore County EOC**

Time 24 hr	Juris.	Activities	Stream
0934	RMC	Medical coordinator reported receiving assistance requests from three special-needs persons, one with a feeding tube, one on oxygen who is paralyzed, and one who is blind. At 0940, when DEM was told, DEM subsequently makes a determination to shelter them in place, as they are unreachable at this time. <i>Evaluator note to self: These people seem to be forgotten, as no follow-on action occurred during the exercise.</i>	
0940	RMC	County ambulance service reports having arrived at Baxter and is loading residents to take to St. Mark's and is then proceeding to Camp Roosevelt for decon.	
0945	RMC	The ARC reports that the shelter at Badlands Park District is being activated according to Badlands County ARC.	
1009	RMC	Cody EM is stopping westbound traffic from entering Rushmore County.	
1016	RMC	State health coordinator informs Health coordinator that public drinking water sources in Rushmore and Deere Counties for downwind towns have been shut down pending further information.	
1021	RMC	Police chief calls state EOC to request state troopers to assist at ACPs.	
1110	RMC	FEMIS is not interactive with the State EOC.	
1135	RMC	Badlands ARC is opening a shelter at noon at the County fairgrounds.	
1151	RMC	EOC briefing is conducted as to revised state, depot, and county response due to new information.	
1217	RMC	Badlands Chapter of ARC reports on shelter status and unmet needs.	
1320	RMC	Exercise terminated.	

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**Evaluator C Notes
and Observations**

Rushmore County EOC

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Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream
0800	RMC	Evaluator arrives at Dispatch (911) Center; no pre-positioning of EOC personnel observed.	
0840	RMC	Start exercise.	
0839	RMC	Rushmore County Dispatch (911) Center (24-hour warning point) receives call from BACD via the depot/county hotline of a chemical event at the depot through a reading of the emergency notification form. The installation commander provided the chemical event notification level (CENL) and off-post PAR to Rushmore, Cody, and Badlands Counties (evacuate Zones 1 and 2) Time of Event: 0830 Speed/Direction of Wind: 2.1 mph from 039° Agent: HD (mustard) Injuries to workers: extent unknown End of Call: 0842	
0840	RMC	Dispatcher covers the phone mouthpiece and says on the EOC sound system, "EM director report to Dispatch" and pushes the all-call pager button.	
0842	RMC	Dispatch notifies West Dakota EOC and reads ENF to the state EOC duty officer.	
0843	RMC	DEM calls the depot, requests liaison, and is told the liaison cannot be sent because of the plume path.	
0843	RMC	DEM asks the EOC hazard analyst to give him more information on the plume path, "What do you have for me to work with?"	
0845	RMC	The mayor (who is also the PIO) calls the University of West Dakota Journalism Department and requests the JIC be set up.	
0846	RMC	The fire chief alerts Rushmore County Fire Department to prepare to route alert in Zones 1 and 2, if necessary, and then report to reception and Decon Station at Camp Roosevelt.	
0849	RMC	The DEM confers with the Superintendent of Schools to determine whether schools are in session. (Note: schools are not in session.)	
0856	RMC	County ambulance and fire rescue vehicles are dispatched to staging area 1.	
0900	RMC	The fire chief dispatches all unused equipment to staging area 2.	

Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream
0902	RMC	DEM briefs EOC and declares EOC fully operational. County in process of evacuating Zones 1 and 2 Sirens sounded EAS message broadcast	
0903	RMC	PIO places a recorded message on city line cable.	
0905	RMC	State police dispatch informs county dispatch that six state troopers are being assigned to the City of Rushmore and will report to the City Police Department.	
0905	RMC	The PIO faxes EAS message and news advisory to the state EOC.	
0906	RMC	DEM confirms with state EOC that all rail traffic has been stopped from entering the IRZ and PAZ, and trains there are being exited.	
0915	RMC	Rushmore fire and RACES report in from JIC, being set up.	
0916	RMC	State police representative at state EOC informed law enforcement of plan to block exiting of interstate at exits 12, 13, and 14; troopers being dispatched.	
0917	RMC	DEM receives telephone call from ??? (Note: DEM was notified by Badlands EOC that reception for evacuees is to be at Camp Roosevelt; Decon Unit will be in operation soon; and ARC is setting up shelter nearby.)	
0920	RMC	State exercise/training officer arrives at Rushmore EOC as state representative.	
0920	RMC	Deputy DEM briefs EOC and calls state EOC with situation update.	
0925	RMC	Baxter Care Center requested transportation assistance from the medical coordinator for evacuating two "residents" in wheelchairs; the other residents were placed in the van to go to Camp Roosevelt.	
0930	RMC	The state PIO receives a fax of the media release.	
0934	RMC	EOC department tasking status reported.	
0935	RMC	State exercise and training officer arrives.	
0935	RMC	Rushmore PIO reports having arrived at JIC.	
0940	RMC	BACD is provided a situation report by phone and fax; Rushmore faxes to state and Badlands County.	

Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream
0942	RMC	Fire chief reports all route alerting completed, and county fire service reports its route alerting at recreation area and three fishing spots is completed. <i>All units are going to Camp Roosevelt for decon.</i>	
0946	RMC	Law enforcement requests two state trooper assist at TCPs 3 and 4; two TCPs stay in reserve.	
1016	RMC	What is going on with the dead animals is discussed. "That's not in the extent of play." The EOC staff determine that no animals were located in the downwind area of Zones 1 and 2, and if there were, no one would know because they all were evacuated. Rumor dismissed as just that, a rumor. (Note: no further action taken.)	
1016	RMC	Police chief reported status of traffic at TCPs is "very light to negligible."	
1016	RMC	TCPs withdrawn, end of play.	
1050	RMC	All public works, fire department, police department, and ambulance equipment is currently located at staging areas 1 and 2, except for cruisers at the TCPs.	
1130	RMC	The DEM, judge, and mayor review new information from the depot and decide to leave the PAD in place. They call the state EOC to discuss actions and continue the present PAD.	
1140	RMC	Hazard analyst in concurrence with DEM said his calculations of the plume posed no threat to the population. Plume well inside the depot.	
1216	RMC	National Guard told to deploy an engineer company to the City of Rushmore Armory to assist at the ARC shelter and at the ACPs.	
1320	RMC	Exercise terminated.	

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IPE INTEGRATED PERFORMANCE EVALUATION


Activity 3 Pre-Exercise Planning

Student Activity Preparation

Notes

IPE INTEGRATED PERFORMANCE EVALUATION

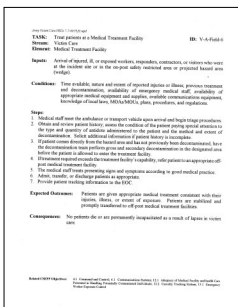
Data Collection Guide



- Task-Based Template
 - Organized by response stream.
 - Lists PEGs and their expected outcomes.
 - Team members fill in the blanks.
 - Provides a flexible, structured format.
 - Can be completed either on a hard copy or electronically.

IPE INTEGRATED PERFORMANCE EVALUATION

PEG



Purpose: To provide a clear understanding of the patient's role in the care process and to ensure that the patient is an active participant in decision-making.

Scope: This guide applies to all patients who are involved in the care process, regardless of the type of care or the setting.

Expected Outcomes: Patients will be able to identify their role in the care process, understand the importance of their input, and actively participate in decision-making.

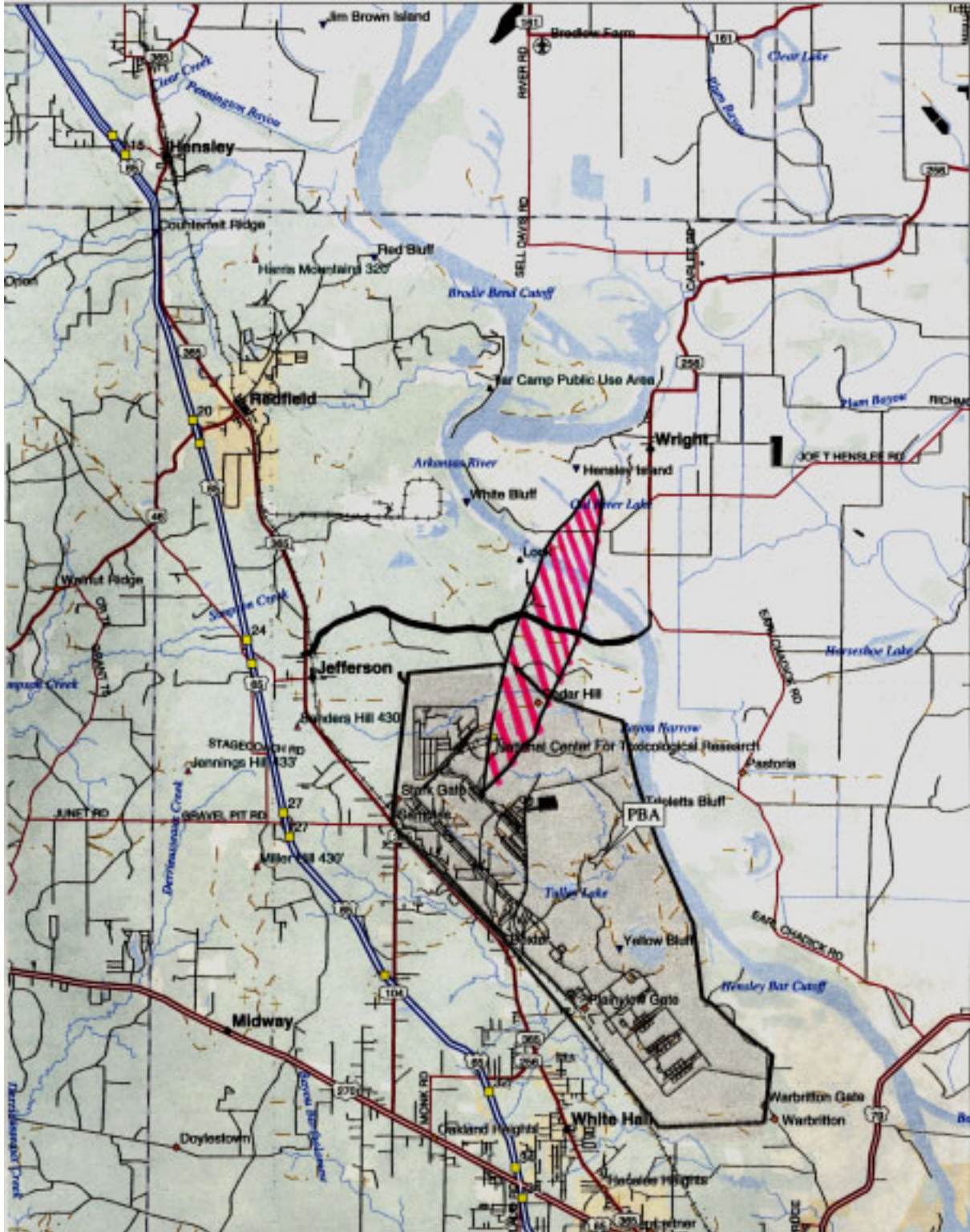
**INTEGRATED PERFORMANCE EVALUATION**

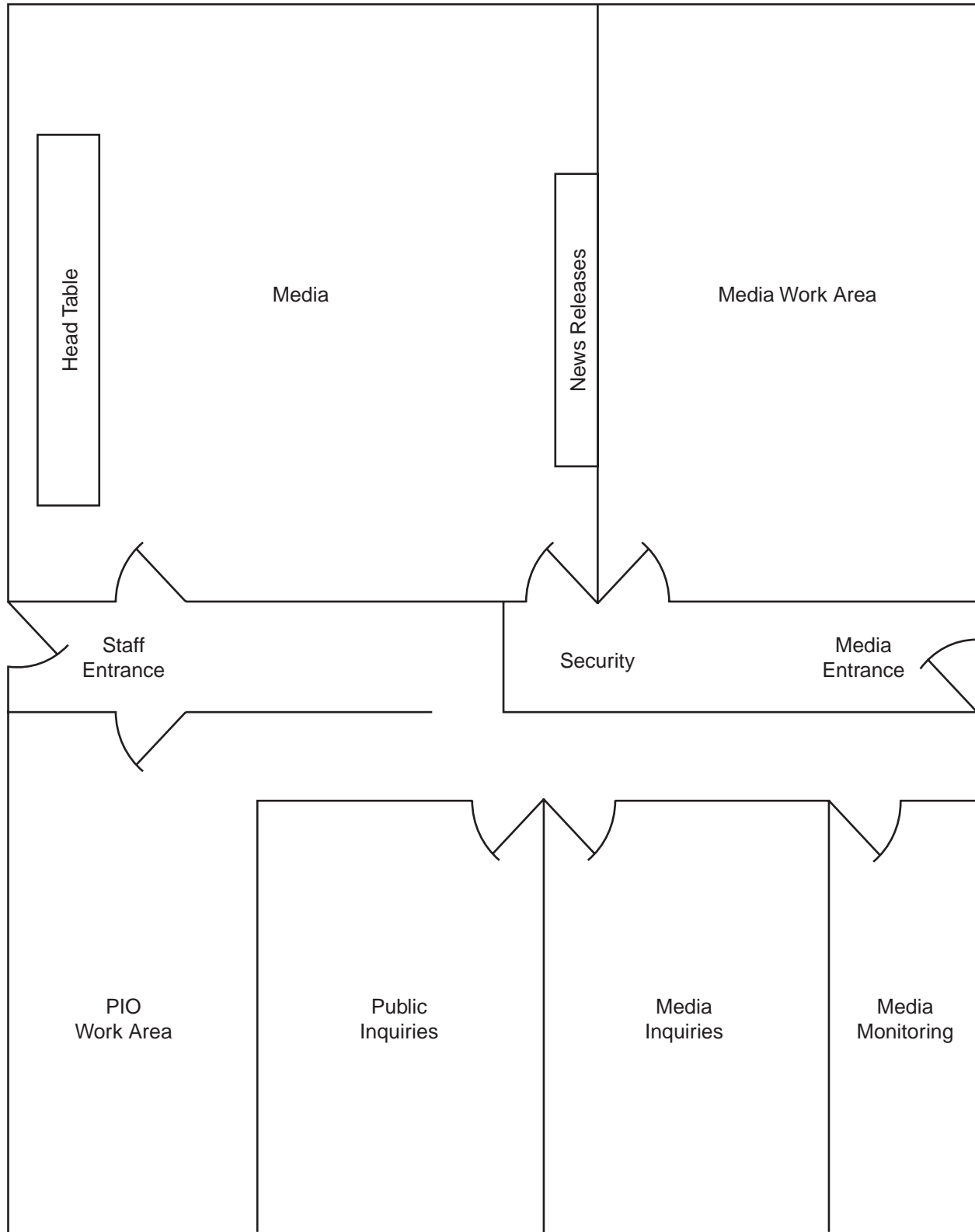
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Activity 3 Materials

- Mock Exercise Scenario
- Mock Key Events
- Mock Extent-of-Play Agreement (Arkansas JIC)
- Mock Arkansas JIC Plan
- Mock Standard Operating Procedures, Arkansas JIC
- Mock Event Plume Map
- Mock JIC Floor Plan
- Off-post Public Information PEG — JIC
- Mock Controller SIMCELL MSEL Injects — Media Inquiry
- Mock Controller SIMCELL MSEL Injects — Public Inquiry
- Blank Off-post Data Collection Guide

Notes





LLAC10101

Off-Post PEGS; 1/10/01

Task: Activate and Operate the JIC **ID:** VII-O-JIC-1
Stream: Public Information
Element: Joint Information Center

Inputs: Decision to activate the JIC

Conditions: Available communications systems, the impact of the chemical event off-post; the location of the JIC; available safe routes to the JIC; available public information staff; plans and procedures for emergency public information programs; MOAs; plans and procedures for activating and operating a JIC; and availability of JIC facilities, supplies, and equipment.

Steps:

1. Staff from response organizations arrive at the JIC.
2. JIC staff change the facility from “ready” to operational configuration according to local plans and procedures.
3. The IRF commander and all EOCs are informed that the JIC is operational and that direction and control of public affairs/public information activities have shifted from the EOC to the JIC.
4. A news release is issued that declares JIC is operational.
5. Establish security.
6. Promptly post significant response information in the JIC. This information is archived for subsequent analysis, investigations, and preparation of official reports.
7. Plan for uninterrupted 24-hour operations, including publication of schedules that cover all shifts with adequate staff.
8. Maintain continuous JIC operations during rest, meal breaks, and shift changes. Conduct staff transition briefings in accordance with plans and procedures.

Expected Outcomes: A JIC fully capable of performing all emergency public information operations is established.

Consequences: The correct populations identify themselves as in danger and comply with suggested protective actions. The credibility of the Army and public confidence in its ability to respond to the accident are not compromised. JIC operations are sustained for the duration of the response to the chemical event.

Related CSEPP Objectives: 1.3 Facility Activation; 4.1 Command and Control; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays; 9.1 Emergency Public Information — Media; 9.2 Public Inquiries; 15.1 Ability to Maintain 24-hour Operations.

Task:	Provide Emergency Public Information to the Media and the Public	ID: VII-O-JIC-2
Stream:	Public Information	
Element:	Joint Information Center	
Inputs:	Reports describing the chemical accident; information regarding the jurisdictions' response; PADs or other emergency information; and broadcast and published media reports.	
Conditions:	Available communications systems; the impact of the chemical event off-post; the location of the JIC; available public information staff; plans and procedures for emergency public information programs; MOAs and procedures for using the JIS and activating and operating a JIC.	
Steps:	<ol style="list-style-type: none"> 1. Gather information about the event, the response, and emergency information to be provided to the public. 2. Prepare media releases to provide the public with updated or new emergency information. Coordinate the content of the media releases prior to dissemination. 3. Disseminate media releases to the media according to local plans and procedures. 4. Send copies of all media releases via fax or e-mail to the storage installation EOC, affected jurisdictions' EOCs, local government officials, and congressional offices as required by local plans, procedures, and MOAs/MOUs. 5. Brief (JIC spokespersons from appropriate jurisdictions) the media on significant events in a coordinated, complete, accurate, and timely manner. 6. Monitor media reports for accuracy and content to identify items that may cause a misunderstanding of emergency instructions to the public or that misrepresent the response. Contact (PAO, PIO, or the JIC staff) the media to amplify, clarify, or correct information regarding the response. 7. Arrange to use a media center, the JIC, or other facility for media briefings; prepare graphic materials (e.g., maps, process diagrams, organization charts), video or still photos, copies of news releases, and other items to support the briefing; and announce the time and place for the briefing in sufficient time to permit media coverage. 8. Reply to media inquiries with coordinated, authorized information that is accurate, clear, and complete in a timely manner. 9. Maintain a log of all media inquiries. 10. Provide callers with prompt, accurate, consistent, and responsive emergency information (public inquiry team). 11. Track rumors or misinformation from either media accounts or the public and bring any to the attention of PIOs/PAOs for clarification and correction as appropriate. 	
Expected Outcomes:	There is a continual flow of information between the JIC, the respective EOCs, and other participating response organizations. Interruptions in providing timely, accurate emergency public information do not occur.	
Consequences:	The correct populations identify themselves as in danger and comply with suggested protective actions; the credibility of public agencies and public confidence in their ability to respond to the accident are not compromised.	
Related CSEPP Objectives:	4.1 Command and Control; 6.1 Communications Systems; 9.1 Emergency Public Information — Media; 9.2 Public Inquiries.	

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
0915	3799	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for Channel 11 in Little Rock calls the JIC to obtain information on the chemical threat.

Expected Action: Provide reporter with the requested information.

Originator: Exercise Designers

Controller Note: Do not inject until the numbers for the JIC have been published.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: This is Melissa Green with Channel 11 in Little Rock. Where is the gas cloud now?

A: _____

Q: What should we tell people in the path of the cloud? What areas are being evacuated?

A: _____

Q: Are you evacuating any more areas?

A: _____

Q: Have the initial evacuations been completed?

A: _____

Q: How do you know? Have you checked door to door?

A: _____

Q: If you missed someone, can they survive where they are?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
0930	3794	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for KARK, Channel 4, in Little Rock calls the JIC and asks when a press conference will be held.

Expected Action: Provide reporter with the requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. If you are “put off” (e.g., there will not be a press conference for ___ hours, or we’ll get back to you), tell them that you have to air the news about the accident at noon. Compare the route you are given with other information available in the SIMCELL. The main route between Little Rock and Pine Bluff, U.S. 65, may be closed, as it goes near the hazard fan.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: I’m Betty Frame from KARK, Channel 4, in Little Rock. I have to be live on the air at noon. When will you be holding a press conference?

A: _____

Q: Ok. What is the safest way to get to the arsenal?

A: _____

Q: I was also wondering if you could update me on the details of the accident. What time did the accident occur? How was the accident first identified and who reported it?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1010	3776	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: News director for KMZX-FM radio in Lonoke calls the JIC to ask questions about the notification process and to request a press release.

Expected Action: Provide reporter with the requested information.

Originator: Exercise Designers

Controller Note: Call the JIC.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: This is Kristin Edwards. I'm the news director at KMZX-FM radio in Lonoke. How were the various communities notified of the chemical accident on the arsenal? Which communities were notified? How long did that take? How long until the general population was notified? How were they notified? Are you satisfied that the population that was at risk was notified in a timely manner?

A: _____

Q: How many people are in danger? Did all the sirens and tone alert radios work?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1014	3803	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for KARK-TV, Channel 4, in Little Rock calls the JIC to ask about the threat to the public.

Expected Action: Provide reporter with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. News is aired at 5:00, 6:00, and 10:00 p.m. Insist on a live interview. If you are told the commander is not available, insist on interviewing someone else in authority.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: This is Betty Frame, reporter for NBC news, KARK-TV, Channel 4, in Little Rock. I would like to do a live interview with an Army spokesperson about the threat to the public caused by this morning's accident at the arsenal.

A: _____

Q: What agent was released? How does it cause injury? What are the areas that are affected? How long will the chemical be dangerous? What is being done to protect the public?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1033	3805	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for the *Associated Press* calls the JIC to ask about containment of the chemical release and the impact of the chemical on the community.

Expected Action: Provide reporter with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. If the JIC has not activated by the time shown above, inject this call to the PBA, PAO, or PBA information center (at the number given when its activation is announced). If the message is injected to the arsenal, hold until the JIC is activated and pass to the JIC. Compare answer provided by the JIC with the answer provided by the arsenal information center/PAO. Note any discrepancies.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: This is Charles Peterson with the *Associated Press*. Has the chemical release at the Pine Bluff Arsenal been contained?

A: _____

Q: How was it contained (methodology/process)?

A: _____

Q: What is the status of the vapor cloud? How far has it traveled?

A: _____

Q: What is the impact to the community? How many people are affected? How many people could die from this? How many were injured at the arsenal?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1035	3780	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for KBPQ-FM in Pine Bluff calls the JIC to ask about responsibility to minimize the contamination impact on the environment.

Expected Action: Provide reporter with the requested information.

Originator: Exercise Designers

Controller Note: Call the JIC **during the news conference**. If referred, call that number and repeat your questions. KBPQ-FM radio is located at 901A West 6th, Pine Bluff.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: I'm Helen McKnight, a reporter from KBPQ-FM in Pine Bluff. What is the Army doing to ensure there is minimal environmental contamination both onpost and offpost?

A: _____

Q: How can the civil authorities be assured that there will not be any long-term residual contamination?

A: _____

Q: What monitoring activities are taking place for the short term, and what are the plans for long-term monitoring?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1038	3806	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for KARK, Channel 4, in Pine Bluff calls the JIC to ask about the cause of the accident, the types of injuries that resulted, and the location of the injured.

Expected Action: Provide reporter with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: This is Betty Frame, news reporter for KARK, Channel 4, in Pine Bluff. Do you know what caused the accident at the arsenal?

A: _____

Q: How many people have been injured and what types of injuries do they have?

A: _____

Q: Where have the injured been taken for treatment? Can you give me their names, ages, and addresses?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1115	3791	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Manager of KCLA/KZYP in Pine Bluff calls the JIC for information/update on the incident.

Expected Action: Provide reporter with the requested information.

Originator: Exercise Designers

Controller Note: Call the JIC **after** the 1100 news release is issued. If referred, call that number and ask the same question. It is located at 1207 West 6th in Pine Bluff.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: I'm Brady Haskins, manager for KCLA/KZYP in Pine Bluff. Have you received any more information on the chemical accident this morning?

A: _____

Q: What are the names of the injured/killed workers?

A: _____

Q: Have there been any injuries from the community reported as a result of the chemical accident?

A: _____

Q: Are there people trapped at NCTR? How will you get them out? Are you in contact with them? Have their families contacted you for information?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
0856	3777	Citizen	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Citizen wants to know what shelter to go to.

Expected Action: Provide citizen with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. Ask what shelter to evacuate to.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: This is Brady Larsen. I live on a farm about 5 miles east of the arsenal. I was out in my field when I heard the sirens go off. I know that I'm supposed to evacuate, but I don't know where to go. Can you tell me?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
0915	3764	Citizen	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Citizen calls asking about an elderly resident in evacuated area.

Expected Action: Provide citizen with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. You are calling from Los Angeles.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: This is Caroline Best. I live in Los Angeles. I heard about the accident at the arsenal on my local news station on my way to work. My Aunt Mildred lives somewhere near there, I'm not sure exactly where, but I tried to reach her, and there's no answer. Can you tell me if she's safe?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1008	3807	Citizen	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Spouse of PBA resident inquires about whereabouts of his wife.

Expected Action: Advise citizen in accordance with the current situation and provide him/her with the requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. Select the appropriate questions based on what the arsenal does with its nonessential personnel. Woodson is just south of Little Rock.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: My name is Joe Wilson. I heard there was an accident out there today. I'm calling from the Little Rock Airport. I've been out of town on business and don't know where my wife is. We live in Woodson, and she works at the arsenal. Could you tell me when she was last accounted for? Could she be in a hospital somewhere?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1012	3797	Citizen	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Resident calls to ask if he should go to work in evacuated area.

Expected Action: Provide citizen with requested information.

Originator: Exercise Designers

Controller Note: Jefferson is west of PBA; Wright is east.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: This is Ken Lewis. I live in Jefferson and work at an auto repair shop in Wright. I'm supposed to start work at 10:30. Should I go to work?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1017	3789	Citizen	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Evacuated farmer wants to know about submitting damage claims for reimbursement.

Expected Action: Provide citizen with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC and ask for the PBA PAO.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: This is Johnny Mercer calling from the Sheridan shelter. I was evacuated this morning, and I want to know who's going to pay me because I can't sell my contaminated crops. Who can I submit my claim to?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1120	3782	Business	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Horse rancher is concerned over health of prize herd of horses.

Expected Action: Provide person with requested information.

Originator: Exercise Designers

Controller Note:

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: This is Warren Jarrett, and I have an Arabian horse ranch out here in Grant County. I have a large investment in these animals and am concerned about their health and safety. Should I worry about them grazing out in their paddock?

A: _____

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1122	3802	Business	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Businessman asks what the state and counties are doing to safeguard personal and commercial property in the evacuated areas.

Expected Action: Provide person with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC.

This is a test exercise message.

Actual Time: _____

Questions/Answers:

Q: This is Cameron Franklin. I own a farm equipment dealership near Jefferson. I'd like to know what measures the authorities are taking to safeguard private and commercial property in the evacuated areas. Have there been any reports of looting or vandalism?

A: _____

Q: When will I be able to get back to work?

A: _____

PEG	Observer	Where	When	Data Desired	How
Off-post					
VII. Public Information					
PEG: JIC-1- Decision to activate the JIC					
Expected Outcome: A JIC fully capable of performing all emergency public information operations is established.					
Remarks:					
VII: Public Information					
Off-post					
PEG: JIC-II- Provide Emergency Public Information to the Media and the Public					

PEG	Observer	Where	When	Data Desired	How
Expected Outcome: There is a continual flow of information between the JIC, the respective EOCs, and other participating response organizations; interruptions in providing timely and accurate emergency public information do not occur.					
Remarks:					

IPE INTEGRATED PERFORMANCE EVALUATION

Activity 4


Exercise Observation and Data Collection

Student Activity Preparation

Notes

IPE INTEGRATED PERFORMANCE EVALUATION

Data Collection Guide



Task-based Template

- Organized by response stream
- Lists PEGs and their expected outcomes
- Team members fill in the blanks
- Provides a flexible, structured format
- Can be completed either on a hard copy or electronically

IPE INTEGRATED PERFORMANCE EVALUATION

Activity 4 Breakouts

University Ballroom
Mock Joint Information Center (JIC) Media Briefing

CPA Room
Mock SIMCELL, MSEL Injects — Media Inquiry

Trustee's Room
Mock SIMCELL, MSEL Injects — Public Inquiry

**INTEGRATED PERFORMANCE EVALUATION**

4

Following Breakouts

- Return to team tables and share your observations with other team members.
- Team leaders be prepared for discussion.

Notes



INTEGRATED PERFORMANCE EVALUATION

1

Activity 5 Exercise Report Writing

Student Activity
Preparation

Notes



INTEGRATED PERFORMANCE EVALUATION

2

Activity 5 Task and Materials

- Working as a team, each table will develop a Stream Narrative Report for the JIC
- A blank Stream Narrative Sheet Format is provided in hard copy and on diskette
- Example report is provided
- Printers are available



INTEGRATED PERFORMANCE EVALUATION

3

Following Report Writing

- Teams will exchange and review other teams' reports
- Teams will identify and discuss good examples from each report

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Time Line Recording Form

Time 24 hr	Juris.	Activities	Stream
	JIC	STARTEX	
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		

ES: Evacuee Support
HA: Haz. Analysis

HM: Haz. Mitigation
PAI: Prot. Action Imp.

PI: Public Information
PW: Population Warning

VC: Victim Care

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Time Line Recording Form

Time 24 hr	Juris.	Activities	Stream
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		

ES: Evacuee Support
HA: Haz. Analysis

HM: Haz. Mitigation
PAI: Prot. Action Imp.

PI: Public Information
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Time Line Recording Form

Time 24 hr	Juris.	Activities	Stream
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		

ES: Evacuee Support
HA: Haz. Analysis

HM: Haz. Mitigation
PAI: Prot. Action Imp.

PI: Public Information
PW: Population Warning

VC: Victim Care

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Time Line Recording Form

(electronic version available)

Time 24 hr	Juris.	Activities	Stream
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC		
	JIC	ENDEX	

ES: Evacuee Support

HA: Haz. Analysis

HM: Haz. Mitigation

PAI: Prot. Action Imp.

PI: Public Information

PW: Population Warning

VC: Victim Care

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PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET
(electronic version available)

Location/Jurisdiction: _____

Evaluator(s): _____ **Office Telephone(s):** _____

Stream Title: _____

Jurisdiction Contact Name and Number: _____

I. Was the performance of the stream successfully demonstrated (your recommendation)?

_____ Yes _____ No _____ Partially

II. The following number of strengths, findings, and observations were noted (enter number):

_____ Strengths _____ Findings _____ Observations

III. Stream Narrative (see questions below):

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and recommendations for correction?

Page 1 of 3

PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: _____

Evaluator(s): _____ **Office Telephone(s):** _____

Stream Title: _____

Jurisdiction Contact Name and Number: _____

IV. Strength/Finding/Observation Narrative (repeat Section IV for each)

Description (a title of six words or less):

Discussion:

Reference:

Recommendation:

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
5. Why was there a difference?
6. What was the impact?
5. What should be learned and recommendations for correction?

Page 2 of 3

PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: _____

Evaluator(s): _____ **Office Telephone(s):** _____

Stream Title: _____

Jurisdiction Contact Name and Number: _____

IV. Strength/Finding/Observation Narrative (repeat Section IV for each)

Description (a title of six words or less):

Discussion:

Reference:

Recommendation:

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
7. Why was there a difference?
8. What was the impact?
5. What should be learned and recommendations for correction?

Page 3 of 3

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PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: Grover County EOC

Evaluator(s): Jim Peabody (Team Leader) **Office Telephone(s):** (000) 555-1212

Stream Title: Protective Action Implementation

Jurisdiction Contact Name and Number: Sally Mullen, EOC Coordinator: (123) 456-7890

I. Was the performance of the stream successfully demonstrated (your recommendation)?

 Yes No X Partially

II. The following number of strengths, findings, and observations were noted (enter number):

 1 Strengths 2 Findings 0 Observations

III. Stream Narrative (see questions below):

Precipitating Actions

At 0850, Grover County OES received a PAR from the Pine Bluff Arsenal recommending evacuation of the following Zones: in Jack County, Zones A, B, and D; in Sever County, Zone CC; and in Grover County, Zones L and BB. On the basis of an analysis of wind direction and speed, the Grover County judge determined that the plume was unlikely to affect residents in Zone BB. At 0910, he decided to evacuate only Zone L.

A second PAR was received from the arsenal at 0947 recommending the evacuation of the northern portion of Zone BA in Grover County. The judge concurred with this recommendation and at 0953, made the PAD to evacuate Zone BA and concurrently to order an evacuation of the northern portion of Zone BB after determining that the plume would not impact the entire zone.

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and recommendations for correction?

Page 1 of 10

PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: Grover County EOC

Evaluator(s): Jim Peabody (Team Leader) **Office Telephone(s):** (000) 555-1212

Stream Title: Protective Action Implementation

Jurisdiction Contact Name and Number: Sally Mullen, EOC Coordinator: (123) 456-7890

Traffic and Access Control

The Grover County staff demonstrated an ability to determine the safe evacuation routes and locations of traffic control points (TCPs) appropriate to the accident, based on the following criteria: restricting access to evacuated areas, population to be evacuated, and wind direction. They also followed the plan's criteria for determining which locations were to be staffed and which only barricaded (Grover County Plan, CSEPP annex L, Chapter 8; Traffic and Control). The decision to establish the TCPs was made by the coordinator of the Grover County EOC immediately following issuance of the evacuation order at 0910. Because of traffic coming north from the affected area, the coordinator decided to set up a TCP at the Center Grove Fire Station on Highway 270. This order was relayed through the 911 dispatcher and, at 1014, the local police officer arrived at the TCP location. He immediately used his vehicle to block traffic from entering the potential hazard area and directed people away from the plume. No special equipment was used to control traffic, except for the police officer's vehicle.

The officer was interviewed by the evaluator at the TCP. Although classified as a first responder, the officer had no information concerning the event, was not supplied with personal protective equipment, and had not received special training identifying the chemical effects of the agent released. The officer was informed only that an event had happened at Pine Bluff Arsenal and that he was to prevent traffic from entering the area. According to procedures, he should have been briefed on wind direction, speed, agent released, the situation along evacuation routes, and the location of reception centers. Maps should have been available for those who would need directions to the shelters or reception centers or who were continuing on to other locations. In addition, he should have been trained to identify individuals who may show symptoms of exposure to a chemical agent. Lacking this information and resources, the police officer was not

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and recommendations for correction?

Page 2 of 10

PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: Grover County EOC

Evaluator(s): Jim Peabody (Team Leader) **Office Telephone(s):** (000) 555-1212

Stream Title: Protective Action Implementation

Jurisdiction Contact Name and Number: Sally Mullen, EOC Coordinator: (123) 456-7890

properly prepared to establish a TCP. Without this training, and specific information appropriate to the event, evacuees, as well as the officer, could have been placed at personal risk.

It is recommended that all police vehicles that would be used for setting up TCPs should be supplied with a sheet covering all the information officers would need when dispatched to a TCP. Before being dispatched, officers should be briefed on the accident, including wind speed, direction, and the areas evacuated, and provided with maps to the reception centers and shelters. Officers should receive training in identifying the effects of chemical agents. If applicable, personal protective equipment for first responders should be provided along with training in its proper use.¹

Decontamination of Potentially Exposed Evacuees

The decontamination site was set up at the Center Grove Fire Department station on U.S. Highway 270 adjacent to the TCP. Members of the Center Grove Fire Department were supplemented by one engine and crew of the Sheridan Fire Department. Also present were members of the Grover County Sheriff's Department and MEMS. The setup and management of the decontamination site was well organized and managed by the Center Grove fire chief and the

¹*Planning Guidance for the Chemical Stockpile Emergency Preparedness Program*, Section 8.8 and Appendix G, and CAIRA Operations. *Grover County Emergency Plan*, CSEPP Annex L, Chapter 8, Traffic and Control.

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and recommendations for correction?

PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: Grover County EOC

Evaluator(s): Jim Peabody (Team Leader) **Office Telephone(s):** (000) 555-1212

Stream Title: Protective Action Implementation

Jurisdiction Contact Name and Number: Sally Mullen, EOC Coordinator: (123) 456-7890

several participating organizations demonstrated excellent teamwork and knowledge of their responsibilities. The decon site was ready for operation at 0957.

Seven workers were dressed to screen and decontaminate evacuees. Evacuees suspected of contamination were well segregated to prevent contaminating others. Four evacuees arrived who were suspected of being contaminated. They were escorted into the decon areas where they were first gross decontaminated and then taken into the decon tent where any jewelry was removed and stored; they then disrobed (men and women separately). These evacuees were washed with soap and water, issued clean clothes, and escorted to medical personnel outside the decon area for medical evaluation. One individual exhibiting signs of GB exposure was given Atropine. Three people were transported by ambulance to Little Bluff Hospital for further treatment and observation. Separate parking areas were designated for contaminated and noncontaminated vehicles. An individual assigned to monitor the stay times of decon workers and to track and record the names of decontaminated evacuees followed proper procedures.

Once evacuees were screened and determined not to be contaminated, they were directed to the reception center at the National Guard Center at Highway 270 and County Road 74. When it was determined that all evacuees had passed through and the decontamination site could be closed, all workers were decontaminated, the area washed down, and gray water was collected for disposal by the Pine Bluff Arsenal per a Memorandum of Understanding with PBA. Emergency workers followed all plans and procedures.

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and recommendations for correction?

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PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: Grover County EOC

Evaluator(s): Jim Peabody (Team Leader) **Office Telephone(s):** (000) 555-1212

Stream Title: Protective Action Implementation

Jurisdiction Contact Name and Number: Sally Mullen, EOC Coordinator: (123) 456-7890

Protective Actions for Special Populations

Grover County has compiled a listing of special populations within its county, including residents with special needs, and an estimate of the number of transients. (There are no nursing homes or hospitals within the county.) The county determined the needs of each individual and arranged to provide the necessary services, including ambulances, support personnel, and other vehicles to assure a safe and complete evacuation.

Protective Actions for Schools

Grover County EOC has a listing of all schools and licensed day-care facilities within the county, including their names, telephone numbers, contact persons, and approximate capacities. The Sheridan Public Schools Plan indicates the Grover County OES will notify the school district when a community emergency is declared (as it was in this event). One school, East End School, is located in Sever County but is a part of the Sheridan School District in Grover County. As such, the protective actions for East End School are the responsibility of Grover County.

In an interview, the Sheridan School System Director of Transportation and Maintenance indicated that, according to the Sheridan Public Schools Plan, he was responsible for the implementation of protective actions for the East End School, including initial notification of an emergency. The plan calls for relocating students and staff to the host school, Wilbur D. Mills High School in Polk County. This notification should have occurred shortly after 0850 when the Sever County judge ordered the evacuation of Zone CC where East End School is located. There is no evidence this notification took place.

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and recommendations for correction?

Page 5 of 10

PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: Grover County EOC

Evaluator(s): Jim Peabody (Team Leader) **Office Telephone(s):** (000) 555-1212

Stream Title: Protective Action Implementation

Jurisdiction Contact Name and Number: Sally Mullen, EOC Coordinator: (123) 456-7890

At 1043, almost two hours after the evacuation PAD was issued, the deputy coordinator of the Grover County EOC received a call from the Sever County deputy director of emergency services. Realizing that students and staff at the school were unaware of the emergency, the Sever County deputy director was told to evacuate the school to Holland Chapel in Sever County.

The combination of these actions — late notification of the school and relocation to a location not called for in the plans — could have put the school students and staff at risk and caused unnecessary anxiety for the children's parents. The plans and procedures fully describe the means for implementing protective actions for East End School. The Grover and Sever County emergency coordinators, and officials of the Sheridan School System, should follow them. Further assurance would be provided by developing an MOU to clarify the responsibilities of all parties in assuring the protection of East End School.

Supporting the Arsenal's Emergency Response

There were no requests for supplementary assistance or requests to provide support to the Pine Bluff Depot.

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and recommendations for correction?

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PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: Grover County EOC

Evaluator(s): Jim Peabody (Team Leader) **Office Telephone(s):** (000) 555-1212

Stream Title: Protective Action Implementation

Jurisdiction Contact Name and Number: Sally Mullen, EOC Coordinator: (123) 456-7890

IV. Strength/Finding/Observation Narrative (repeat Section IV for each)

Description (a title of six words or less):

School not evacuated in a timely manner

Discussion:

East End School, though located in Sever County, is part of the Sheridan School District and falls under the emergency jurisdiction of Grover County. It was not notified of the emergency until almost two hours after the event and then was directed to relocate to a host school not indicated in the plan. The combination of these actions — late notification of the school and relocation to a location not called for in the plans — could have put the school students and staff at risk and caused unnecessary anxiety for the children's parents in attempting to locate their children. Although the plan and procedures fully describe the means for implementing protective actions for East End School, these procedures were not followed.

Reference: Grover County Plan, Annex D, p. D-18

Recommendation: The Grover County Plan states that evacuation of East End School, though physically located in Sever County, is the responsibility of Grover County. All those responsible for implementing this plan should be retrained in its implementation. In addition, an MOU should be developed to clarify the specific responsibilities of the Grover and Sever county EOCs, and the Sheridan School District, in notifying the school.

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and recommendations for correction?

Page 7 of 10

PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: _____ Grover County EOC

Evaluator(s): _____ Jim Peabody (Team Leader) **Office Telephone(s):** (000) 555-1212

Stream Title: _____ Protective Action Implementation

Jurisdiction Contact Name and Number: _____ Sally Mullen, EOC Coordinator: (123) 456-7890

IV. Strength/Finding/Observation Narrative (repeat Section IV for each)

Description (a title of six words or less):

Officer not prepared for TCP responsibilities

Discussion:

The police officer dispatched to staff the TCP is classified as a first responder but had no information concerning the event, was not supplied with personal protective equipment (PPE), and had not received special training identifying the chemical effects of the agent released. The officer was informed only that an event had happened at Pine Bluff Arsenal and that he was to prevent traffic from entering the area. According to procedures, he should have been briefed on wind direction, speed, agent released, the situation along evacuation routes, and the location of reception centers. Maps should have been available for those who would need directions to the shelters or reception centers or were continuing on to other locations. In addition, he should have been trained to identify individuals who may show symptoms of exposure to a chemical agent. Lacking this information and resources, the police officer was not properly prepared to establish a TCP. Without this training, and specific information appropriate to the event, evacuees, as well as the officer, could have been placed at personal risk.

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and recommendations for correction?

Page 8 of 10

PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: _____ Grover County EOC

Evaluator(s): _____ Jim Peabody (Team Leader) **Office Telephone(s):** (000) 555-1212

Stream Title: _____ Protective Action Implementation

Jurisdiction Contact Name and Number: _____ Sally Mullen, EOC Coordinator: (123) 456-7890

Reference:

Planning Guidance for CSEPP, Section 8.8 and Appendix G, and CAIRA Operations, *Grover County Emergency Plan*, CSEPP Annex L, Chapter 8, Traffic Control.

Recommendation:

Officers should be briefed on the current situation before they are dispatched to a TCP, using a standardized briefing format. Police vehicles should be supplied with procedures summarizing the information officers need to have to set up a TCP. The vehicles should have maps showing directions to the reception centers and shelters, and how to avoid unsafe areas, to be handed out to those people continuing on to other towns. Officers should be trained to identify the effects of chemical agents. If applicable, PPE for first responders should be provided along with training in its proper use.

Plans and procedures should be reviewed to assure that these recommendations are included, and all supervising and responding officers should be trained to carry them out.

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and recommendations for correction?

Page 9 of 10

PINE BLUFF COMMUNITY CSEPP EXERCISE 2001
(PINE BLUFF CSEPP EX 01)

STREAM NARRATIVE SHEET

Location/Jurisdiction: _____ Grover County EOC _____

Evaluator(s): _____ Jim Peabody (Team Leader) _____ **Office Telephone(s):** (000) 555-1212

Stream Title: _____ Protective Action Implementation _____

Jurisdiction Contact Name and Number: _____ Sally Mullen, EOC Coordinator: (123) 456-7890 _____

IV. Strength/Finding/Observation Narrative (repeat section IV for each)

Description (a title of six words or less):

Excellent demonstration of decontamination site leadership and teamwork

Discussion:

The Center Grove fire chief provided outstanding leadership in directing and operating the Highway 270 decontamination station. The training previously provided clearly paid off in the integration of several organizations — Center Grove Fire Department, Grover County Sheriff's Department, and MEMS — into a competent and smooth functioning team. All members of these all-volunteer organizations knew not only their own responsibilities but everyone else's to be able to provide the necessary screening, care, and reassurance to potentially exposed evacuees.

(Use continuation sheets as necessary.)

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and recommendations for correction?

Page 10 of 10

Guide for Observing, Analyzing, and Reporting Chemical Stockpile Emergency Preparedness Program (CSEPP) Integrated Performance Evaluations



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January 2001

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Preface

This guide describes the Integrated Performance Evaluation (IPE) methodology for observing, analyzing, and reporting annual Chemical Stockpile Emergency Preparedness Program (CSEPP) exercises. The goal of the IPE process is to provide feedback to responders and emergency managers on task performance within the framework of a community's response. The main purpose of this guide is to familiarize evaluation teams with the IPE methodology and prepare them to use it during CSEPP exercises.

This guide takes both experienced and inexperienced evaluators through the following steps:

- Organizing the evaluation,
- Observing exercise play and collecting data,
- Using performance evaluation guides and other tools to analyze data,
- Conducting an after-exercise review with the community, and
- Publishing a response-focused exercise evaluation report.

Understanding and correctly carrying out each step are crucial elements for providing exercise players with a valid and accurate assessment of their capabilities. Experienced evaluators, who are familiar with many tools or methods presented in these sections, must become competent in the IPE's team evaluation approach.

The IPE approach reflects how responses are conducted — as a network of organizations functioning interdependently to protect the environment, the general public, and on-site workers. It shifts evaluation from a specification or guidance orientation to a performance orientation. Consequently, the exercise report moves from a “fill-in-the-blank” or “check the correct answer” model to a “complete the thought” or short narrative format. Evaluators no longer function as graders nor are perceived adversaries. They take on the role of professional colleagues providing constructive feedback on response performance.

Unless stated otherwise, the use of masculine nouns and pronouns in this publication refers to both men and women.

Argonne National Laboratory is developing the Integrated Performance Evaluation concept for the Chemical Stockpile Emergency Preparedness Program Exercise Integrated Process Team. Send comments or suggestions to:

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Chapter 1

Introduction to Integrated Performance Evaluations

Exercise evaluation can be one of the most powerful tools an emergency management director (EMD) has to assess a jurisdiction's ability to respond to a disaster. Short of conducting an actual disaster response operation, exercises provide the best opportunity to see how the many responding organizations collectively carry out plans to achieve response goals. Once a jurisdiction has written its plans and trained its response teams, the EMD uses exercises to identify (1) response shortcomings that should be improved or (2) well-performed tasks that should be sustained. Exercise plans and procedures and assessment of the current response status close the loop of the emergency preparedness planning cycle.

Background

Since 1992, the Chemical Stockpile Emergency Preparedness Program (CSEPP) has conducted exercises based on objectives and criteria derived from programmatic planning guidance, Army regulations, and good response practices. A community's response plans were considered only in that they should exist and be followed. The basis for this heavy reliance on "objectives and points of review" was the realization that most communities did not have well-developed CSEPP plans and, therefore, could not guide an evaluation. Closely identified with the exercise guidance manual, this style of exercise is often called a "Blue

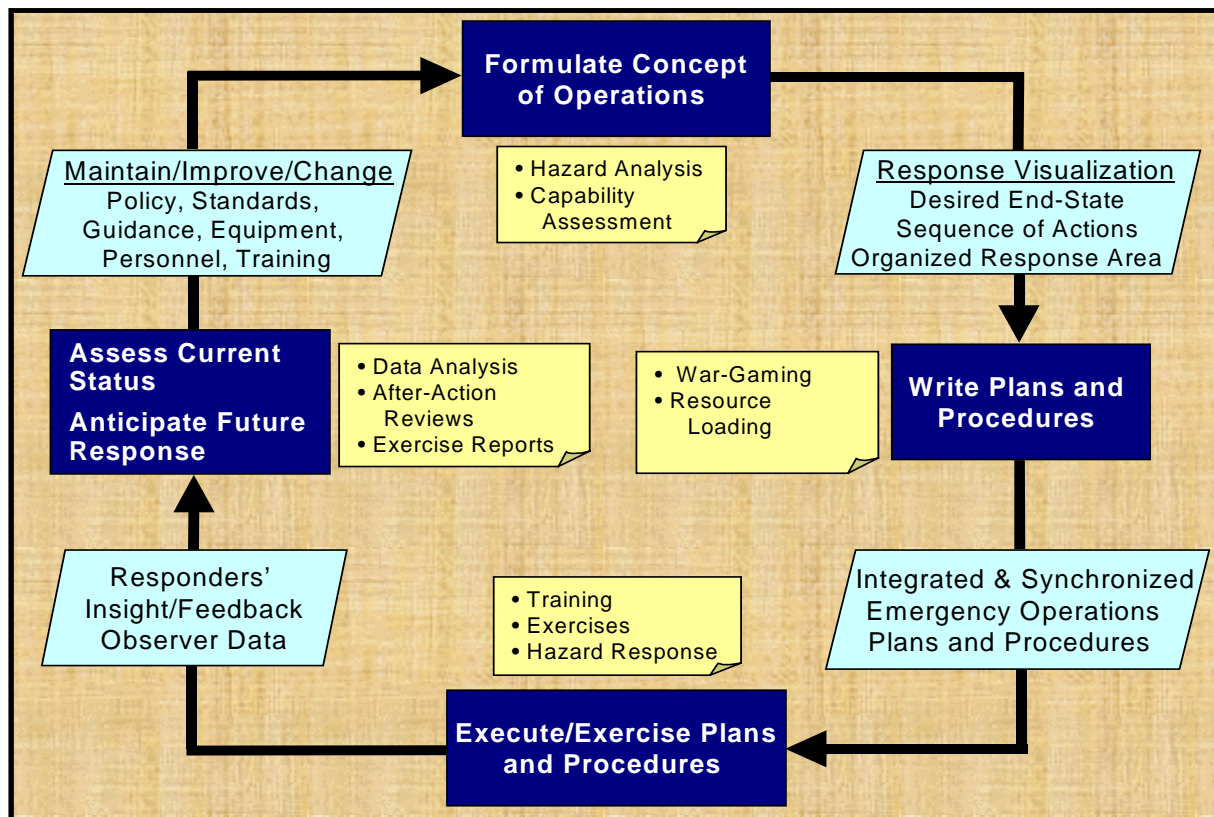


Figure 1 Emergency Preparedness Planning Cycle

Book” exercise, reflecting the color of the manual’s cover.

Since the start of the exercise program, CSEPP communities have matured, and their response plans have become more sophisticated. To ensure that the exercise program continues to meet the needs of maturing communities, CSEPP management formed an exercise Integrated Process Team (IPT) charged with developing an exercise program that:

- Defines the “next level” of exercises,
- Integrates performance indicators into the exercise program,
- Assesses community-wide preparedness,
- Provides feedback to all CSEPP participants, and
- Enhances response capabilities.

The exercise IPT has been studying the CSEPP evaluation methodology since 1997. Study results suggest that the Blue Book method does not portray an accurate picture of what actually occurs during an exercise. Because exercises tend to be guidance based, they reflect the origin of the exercise’s objectives. Evaluation teams report results based on exceptions; that is, they identify what went wrong at each exercise location and, only occasionally, note what went exceptionally well. Thus, they do not report the large percentage of the responses done correctly. Moreover, exercise reports have rarely addressed the effect of one jurisdiction’s actions on another jurisdiction’s responses. In addition, no one assesses or reports the impact of actions taken (or not taken). Consequently, exercise reports do not provide a balanced and accurate picture of the response.

The Integrated Performance Evaluation Approach

The Integrated Performance Evaluation (IPE) approach is a departure from traditional CSEPP exercises because it compares the results of a response with the intended outcome. It assesses the ability of the response community to select and carry out appropriate responses to the emergency condition. A hazard’s impact on the community and the community’s existing response infrastructure are considered. The goal is to assess a community’s capabilities in the framework of the overall response.

The IPE approach requires evaluation teams to follow five distinct steps:

- Develop a data collection plan for the location to be observed.
- Observe the exercise play and collect data.
- Analyze the data.
- Discuss the results with the response community in a formal after-exercise review (AER).
- Prepare the exercise report and present it to the response community.

Key to the IPE is how feedback is provided to the exercise participants: participants no longer receive rated (Finding, Observations, Strengths), by-exception “write-ups.” The IPE provides feedback by providing the answers to six questions:

- What happened?
- What was supposed to happen?

- Why is there a difference?
- What is the impact of that difference?
- What should be learned from this?
- What corrective actions are recommended?

The goal is to provide responders and leaders clear and sufficiently detailed insights to enable them to understand what did and did not occur, and why. That way, the results of the exercise can serve as a guide for future training and correcting systemic issues at all response levels.

A comparison of the Blue Book and IPE exercise concepts is provided in Table 1.

Elements of the IPE

The IPE process is organized around seven response streams. A response stream is a set of

related activities or tasks that leads to a desired outcome or consequence for the response. The response streams are described below.

Evacuee Support Stream. This stream includes all tasks following the Protective Action Decision (PAD) through opening, operating, and supporting reception centers and shelters.

Hazard Analysis Stream. This stream includes tasks beginning with detecting the accident, gathering information, determining its impact, classifying the event, conducting environmental monitoring, and making government-to-government notification. On post, it also includes tasks related to Emergency Operations Center (EOC) direction and control.

Moreover, it includes government-to-government updates and situation reports and briefings.

Table 1 Comparison of Traditional CSEPP Exercises with Integrated Performance Evaluations

Item	Blue Book Exercise	IPE
Evaluation elements	15 objectives 33 evaluation elements	7 response streams
Post-exercise report	Focus is on exceptions to plans, procedures, and regulations.	Focus is on analysis of outcomes.
Evaluator products	Completing numerous detailed PORs with high conformance to guidance.	Descriptive narrative in AER format and analysis tools.
Player expectations	A test. Explicit following of steps in plans and procedures.	Training. Achieving planned response outcomes.
Participant flexibility	Little – expected to follow written plans and procedures.	Some – expected to achieve planned outcomes.
Evaluator flexibility	Little – expected to identify exceptions to expected events, activities, and results.	Much – expected to determine whether desired results are achieved, and if not, why.
Evaluation concept	Testing participants' ability to follow plans and procedures.	Assessment of the ability of participants to achieve desired response outcomes.
Guidance coverage	Complete.	Complete.
Site specificity	Generic. Tailoring allowed but difficult to do.	Generic. Tailoring is expected.

Hazard Mitigation Stream. This on-post stream includes all response tasks at the accident scene needed to contain the source and limit the magnitude of the hazard's impact. It includes all tasks at the accident scene, except for those specifically associated with the Victim Care Stream.

Population Warning Stream. This stream includes tasks associated with making PADs and warning the affected population. Off-post, it includes all tasks from receipt of the Protective Action Recommendation (PAR) and Chemical Event Notification Level (CENL), through making the PAD, to activation of warning systems, including, for example, sirens, tone alert radios, route alerting, cable interrupts, telephoning those in the special-needs database, and the first Emergency Alert System (EAS) message. It also involves mobilizing EOC staff and activating the EOC.

Protective Action Implementation Stream. This stream includes the flow of activities related to evacuation and sheltering-in-place of residents, schools, special populations, and special facilities. It also includes transportation support activities, establishment of traffic and access control points, adoption of declarations of emergency, host facility support, responses involving infrastructure and agriculture, and screening and decontamination of the general population.

Public Information Stream. This stream includes all tasks related to providing public information, exclusive of the initial EAS messages. It includes dispatching persons to an activated Joint Information Center (JIC) and a Joint Information System and capability at the JIC and in jurisdiction EOCs to respond to information needs, prepare additional EAS messages and news advisories, handle rumor control, and conduct media briefings.

Victim Care Stream. This stream includes all activities related to treating on-post contaminated casualties at the accident site and depot, victim transport, treatment at off-post medical facilities, patient tracking, and handling and tracking of the disposition of human remains.

The flow of tasks within a response stream and the relation between those tasks are depicted in a new tool, the "performance map." A sample performance map is provided in Appendix A.

Each task within a performance map has an observation and analysis tool associated with it called a Performance Evaluation Guide, or PEG. A PEG provides, in general terms, the typical actions that need to be taken or decisions that need to be made to produce the expected response outcomes. It also tells evaluators what would cause the task to be performed (inputs) and outside factors that could influence, control, or restrict the ability to perform the task (conditions). A sample PEG is provided in Appendix B.

Other elements of the IPE process are discussed in succeeding chapters. They include:

- Organizing the evaluation, based on the team approach,
- Preparing a Data Collection Guide,
- Observing the exercise,
- Analyzing exercise outcomes, and
- Writing a performance-oriented report.

Chapter 2

Organizing the Evaluation

The Team Approach to Evaluation

Typically, evaluators are responsible for observing and reporting on one or two exercise objectives. They might get input from other evaluators at the EOC or from evaluators at another location within the jurisdiction (such as a traffic control point). Evaluators for a jurisdiction may put together an event time line that provides some additional information; but, for the most part, evaluators work with the information that they gathered themselves.

To use the IPE process correctly, evaluators must work as a team — helping each other collect information and analyze outcomes. Two types of teams are used in the IPE — an observation team and an analysis team. Like a sports team where each player has a role or function, each team is composed of evaluators with different roles and functions. First, they are information gatherers on the observation team. Second, they use their expert knowledge and experience to analyze the collected information on the analysis teams.

The IPE observation team looks very much like the evaluation team typically used for the traditional CSEPP exercise. Each jurisdiction's observation team consists of a team leader, EOC and field evaluators, and the Simulation Cell (SIMCELL) controllers for that location. Because of the special nature of their evaluation, the Victim Care and Public Information streams are treated like jurisdictions and have their own observation teams.

Under the IPE concept, response results are analyzed by response stream, so it is not helpful to continue to be organized by jurisdiction.

After doing some initial analysis work (like putting the information the evaluators collected in each jurisdiction into sets of information) as a jurisdiction observation team, the evaluators regroup into analysis teams.

An analysis team is composed of a team leader, a representative from each observation team, and knowledgeable representatives from participating jurisdictions. The jurisdiction representatives are included to add the players' viewpoint to the analysis to help analysts understand why an action was taken or decision was made.

Observing Exercises as a Team

During a response, evaluators cannot see everything that occurs at a location. For example, up to five operations groups in an EOC may have a role in completing the population warning function. If any one of these groups fails to accomplish their implementing tasks, the desired outcome (a warned public) may not be achievable. Thus, evaluators must capture information that provides insight into both the interactions of the groups' processes and the effectiveness of their work. To achieve this goal and to avoid the "garbage-in-garbage-out" syndrome, evaluators must decide before the exercise what is important to see as an observer and where other records can be used to determine what happened. Preparing a Data Collection Guide helps evaluators complete this task.

The Data Collection Guide

A Data Collection Guide is not the published exercise plan (EXPLAN). The EXPLAN provides information about the design of the exercise, extent-of-play

agreements, and exercise control procedures. The exercise planning team prepares it.

The observation team prepares a Data Collection Guide for each jurisdiction. The guide can be as formal or informal as the team needs. Its purpose is twofold: (1) help the team organize its concept for collecting the information it needs to determine if response outcomes have been met and (2) tailor the evaluation to the jurisdiction's plans and procedures. It can be a simple list indicating observation responsibility or a structured, preprinted table completed by the team. The key is for everyone on the team to be aware of their information collection responsibilities. Observation team members use the Data Collection Guide to ensure they are in the right place, at the right time (in relation to response events) to collect the right type of information.

A sample Data Collection Guide (from a "scratch" version) is provided in Figure 2. The exercise co-directors may require the use of more formal version of the guide. Two formal guides have been developed for this purpose. One uses the PEGs and their expected outcomes to guide its completion; the other uses the PEGs and each of their steps. Samples of these Data Collection Guides are provided in Appendix C. A word of caution — the potential for losing team flexibility increases as the Data Collection Guide becomes more formal.

Building the Data Collection Guide

The observation team's first step in building a Data Collection Guide is to decide what has to be captured; that is, the team must determine what response tasks the jurisdiction is going to do and how it is going to do them. The observation team has many sources for this information; these are explained below.

What	Who	Where	When	Data Desired	How
Siren Activation	Paul	Commo Room	Right after county is notified & PAD is made.	- Siren selected - Siren malfunctions - Time sirens activated	Observe operator software printout
Route Alert Decision-Making	Jeff	EOC - Fire Protection Group	<div style="border: 1px solid black; padding: 5px; text-align: center;"> After sirens have been activated </div>	- Routes selected - FDs selected - Who they talked with in the EOC - Time route alerting ordered	Observe FP Group, Group action-taken log
	Larry	EOC - Policy Group			Observe Policy Group, Group action-taken log
	Paul	911 Dispatch Center			

Figure 2 Sample Data Collection Guide

Extent-of-Play Agreements: These provide a listing of how a location is going to show different elements of the response. It suggests to an evaluator where an action might occur and what response element will perform the action.

Guidance from Exercise Co-Directors: The exercise co-directors tell the observation teams the areas of specific emphasis for the exercise. For example, the co-directors may want the observation team to focus its efforts on the government-to-government notification process. As a result, the observation team may apply more resources to collecting data in this area.

Performance Maps: Performance maps provide a graphic depiction of evaluation response streams. They show the general order that responders might perform tasks within the stream and whether a field response unit or the EOC typically does the activity.

Performance Evaluation Guides: Each PEG provides information regarding response task accomplishment. These guides provide evaluators information on whom typically does the task, types of things required to do the task, potential influences on task accomplishment, and the task's expected outcomes.

Emergency Response Synchronization Matrices: In communities that have produced them, emergency response synchronization matrices (ERSMs) provide evaluators a graphic depiction of the community's CSEPP response. An ERSM indicates how long after the event the jurisdiction has planned an action to occur and who does the task, and shows the effects of tasks on each other. The "roll-up" version shows interjurisdictional relationships. An ERSM may also identify which CSEPP exercise objective or PEG applies to the task and cite where plans and procedures address the task.

Systems Analysis Documents: Although somewhat dated (all systems analyses were completed in before 1995), these documents provide similar information to an ERSM. Produced in a GANTT chart format, they also show the planned points in a time line for response tasks to occur.

The EXPLAN: The exercise plan is a source for extent-of-play agreements, exercise hazard plots and hazard scenarios, exercise co-director guidance, and other items of exercise information that may help evaluators in planning their observations.

Site Visits: This resource is invaluable to the observation team. A site visit provides the team on-the-ground insight on where the response organization accomplishes its tasks and updates from exercise players on changes to plans and procedures.

Plans and Procedures: If provided long before the exercise, a thorough review of the jurisdiction's response plans and implementing procedures may be completed. More realistically, evaluators will be provided a jurisdiction's plans and procedures at the exercise location one or two days before the event. Reviewing plans and procedures as the

team builds the evaluation plan familiarizes the entire team with their content.

After determining what they must observe, the observation team completes the Data Collection Guide by:

- Determining the type of data to be collected for each task,
- Identifying locations to collect the data, and
- Deciding who is responsible for collecting the data.

Examples of data types include:

- The length of time it takes to do a task,
- The number of operating sirens, and
- How much equipment is on hand to accomplish a task (such as decontamination).

Data collection methods include direct observation, obtaining copies of printouts, and reviewing inventory sheets. The type of data to be collected usually determines the collection method. Remember that the data collected must allow the team to answer the analysis questions after the exercise.

The first two steps are completed before the site visit. The last step, revisiting and modifying the initial Data Collection Guide, is done after the site visit. Using information gathered during the site visit, the observation team finalizes all Data Collection Guide elements. Members of the observation team use any agreed upon method to record final decisions for their personal use during the exercise.

Contingencies

The observation team should discuss how it will decide to deviate from the evaluation plan if something unexpected occurs during the exercise. For example, the storage depot makes a subsequent PAR to evacuate a school that is well outside the hazard area. The jurisdiction agrees with the recommendation and begins the evacuation process. Because the evaluation team did not anticipate this action, it has no

predetermined guide for collecting information for the tasks associated with the school evacuation process. The team must now determine how they are going to observe this situation and what data to collect. They must also figure out how not to miss other data collection requirements. Team members need to know how they will meet during the exercise to do such a mid-exercise change to the evaluation plan.

Chapter 3

Observing Exercise Play

The first critical skill needed by evaluators is the ability to gather information. To avoid the “garbage-in-garbage-out” phenomenon, information collected must be reliable, consistent, and sufficiently detailed to allow for accurate analysis when the exercise is complete.

Evaluators typically gather information from four sources: (1) direct observations of response actions by evaluators, (2) automated and written records, (3) after-exercise reviews, and (4) the SIMCELL. Each of these sources is discussed in the following sections, respectively.

Direct Observations

Evaluators must determine when and where to position themselves to observe exercise events. Evaluators should not always stay close to the team, section, or organization leader. They can see more from locations where players are doing critical tasks or where they can observe the overall flow of organization actions. The best place to be is wherever the action can

best be observed; however, evaluators should not take a position where they would distract the exercise participants.

Evaluators must keep an accurate written record of what they see and hear. To be reliable, they must make notes as players take action and make decisions. Evaluators should use any recording system (a notebook, prepared forms, 3 × 5 cards) that fits their need. Notes should identify:

- Who (by name or position) performed the action or made the decision,
- What occurred (the observed action),
- Where (the location) the action or decision took place,
- When (the time) the action took place,
- Why the action took place or decision was made (the trigger), and
- How they performed the action or made the decision (the process).

Evaluators should not make detailed notes at the scene; rather, they should write down what they need to jog their memory so that they can fill in the details later (during a lull in activity). Evaluators should also make special note of what can be best called “moments of truth.” A moment of truth is an action (inaction) or decision that makes you say, “Something may come of this later in the course of the response.”



Figure 3 Observing the Exercise Where the Action Is

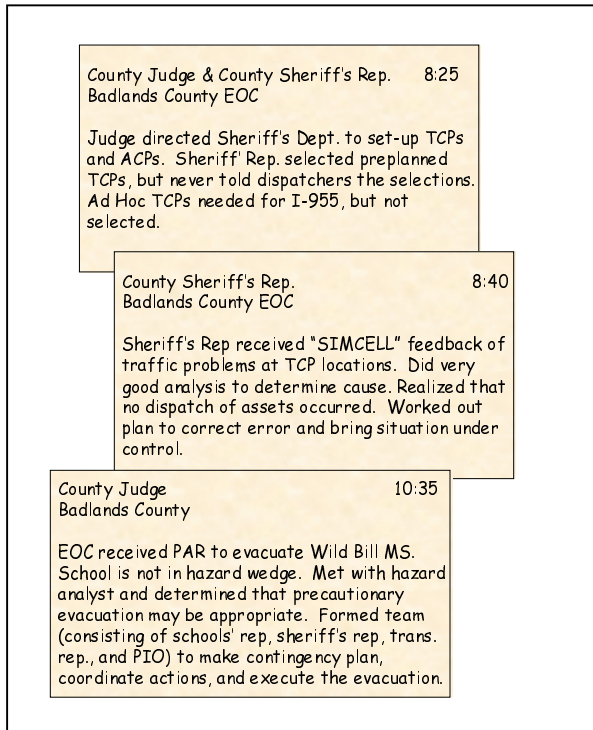


Figure 4 Example Notes on 3 x 5 Cards

Evaluators could also use a small portable tape recorder or small video camera to record observations. However, they should not get carried away with gadgets when a pencil and paper would do. Each of those devices have limitations, such as a small field of view. Also, evaluators should be aware that the use of such devices may be intrusive or intimidate exercise participants. For example, many people talk louder than their normal tone when speaking into recording devices. Players may find this distracting.

Automated and Written Records

Another way to gather information is to collect records produced by automated systems, communications networks, and responders. This method is similar to preserving evidence during an actual emergency. When appropriate, such records can help evaluators validate their observations, determine equipment status, and identify the impact of inaccurate information on

response operations. During the site visit, the evaluation team needs to establish procedures with the evaluated location for collecting these records.

Automated records can come from various sources. Many EOCs routinely record all telephone conversations, allowing evaluators to later listen to the information flow between EOCs and field teams. Most siren system consoles produce printouts when sirens are sounded that show the time of activation and operational status. CSEPP automation systems allow for record dumps of all actions recorded by the system during the event.

Written records typically consist of the duty logs and message forms completed by EOC staffs or field responders. In addition, evaluators need to be aware of information recorded on status boards and periodically copy down their contents. Most status boards do not have a feature that allows evaluators or other to photocopy what is written on them.

After-Exercise Reviews

The after-exercise review (AER) is used by evaluators to collect validating information. Exercise participants provide this information when they present their views on what occurred during the exercise. The AER gives evaluators insight into why an action was or was not taken or why a decision was or was not made. Details on conducting the AER are found in Chapter 4.

The Simulation Cell (SIMCELL)

An often overlooked source of information for the observation team is the SIMCELL. The SIMCELL staff have spent the entire exercise interacting with responders. They provide "close-the-loop" validation. That is, they are often the initiator or end point for many actions taken by the EOC staff. Therefore, the

SIMCELL can pick up on patterns that are not readily identifiable by the evaluation team. For example, the evaluation team would not easily see that all incoming requests for information from government agencies were being referred to the Joint Information Center after it was activated. The SIMCELL, which plays those agencies, has the ability to identify that pattern of behavior.

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Chapter 4

Conducting the After-Exercise Review

This chapter is being developed. (Note: The *Guide for Observing, Analyzing, and Reporting Chemical Stockpile Emergency Preparedness Program (CSEPP) Integrated Performance Evaluations* was originally included as a draft for use in the pilot training course; hence, this chapter is reproduced as it was at the time of the training course.

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Chapter 5

Analyzing Collected Information

The second critical skill needed by an evaluator is the ability to analyze the information gathered during the exercise. In such an analysis, the actual results of the response are compared with the intended outcome. Evaluators also attempt to determine what influenced, controlled, impacted, or limited response actions, decisions, and their consequences. Eventually, a report based on the results of the analysis is provided to the evaluated community.

To arrive at the results, evaluators must answer a series of questions, which lead the evaluator through the process of comparing actions, determining impact, analyzing consequences, identifying lessons, and recommending corrective actions. The analysis questions are:

- What happened?
- What was supposed to happen?
- Why is there a difference?
- What is the impact or consequence of that difference?
- What lesson should be learned from this impact or consequence?
- What corrective actions are recommended?

The Analysis Process

An analysis is performed once the exercise information has been gathered from all sources. Because this process is difficult and potentially

lengthy, the analysis should begin as soon as possible after the exercise.

The analysis process consists of two steps. First, the observation teams consolidate their collected information and answer the first two analysis questions. Second, the evaluators on the observation teams regroup into response stream analysis teams and answer the remaining analysis questions. In some cases (e.g., the Victim Care and Public Information streams), the observation teams and analysis teams are composed of the same evaluators, and no regrouping occurs. This process is depicted in Figure 5.

Step 1: Consolidate Information and Build Observation Packets

Once the exercise is over, the respective observation teams meet to begin the process of consolidating the information they collected. Observation teams take their notes and start to build a picture of what occurred during the response in their jurisdiction. SIMCELL representatives for the jurisdiction are included in this process.

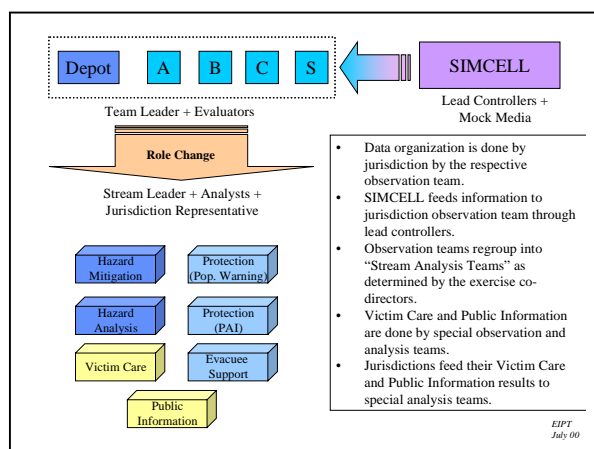


Figure 5 The Analysis Process

To guide and structure the consolidation process, the observation teams use an exercise time line, the performance maps, PEGs, and the Observation Recording and Analysis Form (ORAF). The exercise time line is a team-developed, chronological list of the response actions, events, and decisions that occurred during the exercise. The performance maps help the observation team assign an observation to a response stream. The PEGs allow grouping of similar or related observations by task or expected outcomes and consequences. The ORAF provides an outline for answering the analysis questions and the cover sheet for an observation packet. A sample exercise time line and ORAF are provided in Appendix D.

To consolidate the observations, the team first builds the exercise time line. Team members indicate when an action occurred, what the action was, and in what stream the action belongs. Discrepancies related to the timing of events are resolved here. The goal is to build an accurate account of what happened. As the time line is completed, team members should be able to identify patterns and links between events.

Once the time line has been developed, the team identifies and groups related information into consolidated observations. The steps and expected outcomes from the PEGs are used to guide the consolidation. The team groups positive, negative, and neutral information to determine whether response outcomes have been met. All three types of information could be found in a consolidated observation. If a lesson can be learned from the consolidated observation, the team prepares an observation packet. Actions and decisions that may have been influenced by the action, inaction, or decision of another jurisdiction are noted at this time.

An observation packet consists of an ORAF and its supporting documentation. The observation team completes the first five blocks of the ORAF and attaches copies of evaluators' notes, other records, etc., that support the information provided on the form. This entire packet is given to the analysis team for the stream where the consolidated observation is assigned. The steps for completing an ORAF are also provided in Appendix D.

At this point, the co-directors might request a written narrative report that describes the jurisdiction's response. To write this portion of the report, evaluators would follow the processes for writing the response stream narrative described in Chapter 6.

Step 2: Complete the Analysis

At some point, usually determined by the co-directors, the observation teams disband, and the evaluators reform into stream analysis teams. As the evaluators move from one team to the other, they take with them a copy of the jurisdiction's exercise time line and any observation packets identified for the stream analysis team to which they are assigned.

The initial task in completing the analysis is to identify any interjurisdictional issues and prepare an ORAF for them. Then, the analysis team answers the remaining analysis questions for all consolidated observations. During this process, the analysis team begins to form an opinion about whether or not the community as a whole achieved the outcomes for the PEGs in the response stream.

The team uses whatever analysis tools it is comfortable with to determine the reasons for

any differences between what was planned and what actually occurred, as well as to determine the impact of the difference. Such tools could include:

- Detailed flow charts,
- Process flow charts,
- Top/down flow charts,
- “Why” staircases,
- Root cause tests,
- Factor impact matrices, and
- Consequence tables.

Examples of these tools are provided in Appendix E.

Most important, the analysis team (1) determines the lessons learned from the consolidated observation and (2) recommends corrective actions, if needed.

Lessons learned are not corrective actions; however, they can provide insight for identifying such actions. Lessons should provide clues to the response community on how they could have done something better. A lesson describes areas that efforts should be focused on by showing the responders what practices they need to sustain or maintain and what practices they need to improve. In short, lessons learned should present alternate courses of action. Lessons need to be tailored to each of the three main groups of people that directly or indirectly take part in an activity — managers, operations supervisors, and responders or workers.

Corrective actions are the fixes for the root cause(s) of issues identified in the consolidated observation. Recommended corrective actions should focus on the issues and have a reasonable chance of being implemented by the community. Likewise, recommendations should be sufficiently detailed to make them useful. Recommendations such as, “train on alert and warning process,” do not help the response community. However, a recommendation that indicates, “The 24-hour warning point staff needs additional training on reading siren system printouts so they can better identify system failures,” focuses on a root cause. Restated, the corrective action should be something that causes changes to dysfunctional processes or management structures.

The analysis team uses the following questions as a guide for determining corrective actions:

- What training is needed to improve task performance?
- What changes need to be made to plans and procedures to improve task performance?
- What changes need to be made to organizational structures to improve task performance?
- What changes need to be made to leadership and management processes to improve task performance?
- What changes need to be made to national policy that will lead to task importance?

Once the analysis is complete, the team determines the community’s capability rating

for the stream. The ratings, and brief descriptions, are provided below:

- *Capable*: Able to respond. All outcomes were achieved with little or no difficulty. Very minor or no shortfalls were identified. Very minor or no improvements are needed.
- *Partially capable*: Able to respond. Outcomes were achieved, but with some difficulty. Minor shortfalls may exist or minor improvements may be required.
- *Marginally capable*: Able to respond. Outcomes were barely achieved. Major shortfalls may exist or major improvements may be required.
- *Not capable*: Not able to respond. Not able to achieve desired response outcomes.

If the analysis team rates their stream as something other than Capable, or “C,” they must provide a reason for the other than capable rating. This reason is always tied to one or more of the corrective action categories. For example, a capability rating for the Population Warning stream could read:

PC – Partially capable due to equipment shortfalls. The outdoor warning system has an operational availability of only 60%.

Once the analysis process has been completed, the team has completed the ORAFs for the stream, and the capability rating has been determined, it is time to write the report for the stream. The report writing process is described in the next chapter.

Chapter 6

Writing the Exercise Report

The final critical skill needed by an evaluator is the ability to present the results of the exercise in a written report. Evaluators are faced with presenting the answers to the analysis questions within the limitations of the printed page. They lose the advantage of using other means such as discussion, video tape, sound recordings, and the like. This limitation presents a challenge, as people comprehend information in different ways, requiring different presentation methods. The way in which evaluators present exercise results in the written report determines how well the exercise participants understand the issues raised.

Evaluators will present their findings by writing narratives for what occurred in the jurisdictions and community in each response stream and separate narratives for issues identified during analysis.

The Response Stream Narrative

The response stream narrative is the story of the response as it occurred in relation to the response streams. Whether response stream narratives are written for both the jurisdiction and community or for the community alone, the underlying concept is the same. Jurisdiction response team narratives, if required, are written by the observation team; community response stream narratives are written by analysis teams.

The response stream narrative is written just like any other story. It has a beginning, middle, and conclusion. The beginning describes the situation before the events in the stream were put in motion. If the narrative starts in the middle, at the point that an event occurs, the audience (the exercise participants) is less likely to understand the problem.

The middle is where the “plot” of the response is built. The middle presents key events, themes, and issues in chronological order. It provides the information that supports the team’s assessment of a jurisdiction’s or community’s ability to meet the expected outcomes/consequences for the tasks in the response stream. The intent is to build a flow from start to finish that allows participants to see the effects of their action and decisions on their organization, other organizations, and response events. Pictures and charts are added to this portion of narratives if they clarify what is being discussed.

The conclusion of the response stream narrative is the team’s assessment of the ability of the jurisdiction or community to achieve the outcomes and consequences of the response stream. This is where the capability rating developed during the analysis phase is presented and explained.

The Issue Narrative

Again, issue narratives may be written by either the observation team or the analysis team, depending on the desires of the exercise co-directors. As with the response stream narrative, the process for writing the issue narrative is the same in either case.

A properly worded narrative presents the information about an issue in such a transparent manner that leaders and managers can see that there were multiple opportunities to “succeed” or “fail.” The narrative publicly points out strengths and weaknesses that they are probably aware of, but an outsider (the evaluation team) is “calling them on it.” Thus, the narrative most likely makes the leaders and managers

uncomfortable. Do not be tempted to soften the presentation of issues because of this response.

The Observation Analysis and Reporting Form (ORAF) contains all the information needed to write an issue narrative. Issues can come from positive, negative, or neutral observations. If a lesson is to be learned, an issue narrative should be written.

The analysis questions provide the outline for writing an issue narrative. The narrative opens with what happened, starting early enough to place the observation in context. Next, what was supposed to happen based on plans, procedures, etc., is presented. The explanation of why there were differences between the two process and the impact of

that difference follows. The narrative closes with the lessons that the team wants the exercise participants to learn from the situation and the corrective actions the team recommends.

The narrative should only present the facts, both positive and negative. Anything other than fact — opinion, conjecture, inference — should be clearly identified as such in the narrative. Likewise, value judgments should be avoided. The style of the narrative should always contrast the opposite sides of what is being described — what happened with what was supposed to happen, good practices with bad practices, and so on. Figure 6 provides a generic issue narrative.

“At this point in the response, in this situation, you chose to take action B. Your plan indicates that you were to take action A. However, based on the information you had available, action B was a logical choice. Your choice of action B, and how you implemented it, caused X, Y, and Z to occur. Z led to a very positive result. X and Y caused the use of additional resources and actually stopped County 2 from implementing a key element of its response. We believe that had you sought some additional information from your PEG, that you could have avoided X. Closer coordination with County 2 would have prevented Y. Use of the “crash” phone for point-to-point conversations with County 2 would have overcome the communications difficulties. We recommend that you identify the missed piece of information as a critical need in your SOP and in IPs for both the PEG and ESC. During quarterly CAIRA exercises, practice using the “crash” phone as a means of exchanging critical information or decisions with adjacent jurisdictions.”

Figure 6 Generic Example of an Issue Narrative

Appendix A: Performance Maps

“Performance Map” is a tabular description of the flow of *tasks* in a *response stream* and the relationship between the *tasks*. The *tasks* are arranged, by performance location, from top to bottom in the approximate chronological order in which

they are accomplished. Each *task* block corresponds to a Performance Evaluation Guide (PEG). A sample Performance Map for the Victim Care response stream is provided in Figure A.1.

STREAM V: VICTIM CARE

Depot		County	
Field	EOC	Field	EOC
Provide Immediate Emergency Care at the CAI Site (V-A-Field-1)		Treat Patients at the Screening Site (V-O-Field-1)	
Provide Emergency Medical Triage, Treatment, and Stabilization at the CAI Site (V-A-Field-2)		Decontaminate Patients at the Screening Site or Medical Treatment Facility (V-O-Field-2)	
Decontaminate Patients at the CAI Site (V-A-Field-3)		Transport Patients to a Medical Treatment Facility (V-O-Field-3)	
Transport Patients to a Medical Treatment Facility (V-A-Field-4)		Prepare Medical Treatment Facility to Receive Patients (V-O-Field-4)	
Prepare Medical Treatment Facility to Receive Patients (V-A-Field-5)		Treat Patients at a Medical Treatment Facility (V-O-Field-5)	
Treat Patients at a Medical Treatment Facility (V-A-Field-6)			
Make Victim Status Reports (V-A-Field-7)	Track the Location and Status of Patients (V-A-EOC-1)	Make Victim Status Reports (V-O-Field-6)	Track the Location and Status of Patients (V-O-EOC-1)
Collect and Decontaminate Human Remains (V-A-Field-8)	Coordinate the Disposition of Human Remains (V-A-EOC-2)	Collect and Decontaminate Human Remains (V-O-Field-7)	Coordinate the Disposition of Human Remains (V-O-EOC-2)
	Notify the Next of Kin (V-A-EOC-3)		

Figure A.1 Sample Performance Map

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Appendix B: Performance Evaluation Guides

Performance Evaluation Guides (PEGs) are used to prepare Data Collection Guides, to analyze task performance, and to prepare the

narrative for the exercise evaluation report. A PEG has the following standard components:

Task:	The specific action being observed.
ID:	A label that allows for indexing the task by response stream, the general jurisdiction where the task is performed (Army or off/on post), the general location where the task is performed (Emergency Operations Center or field), and an ordinal number.
Stream:	Identifies the response stream for the task .
Element:	The individual, group, or team typically responsible for completing the task.
Inputs:	Information, decisions, or outcomes from other activities that usually precede performance of the task.
Conditions:	The terms, qualifications, situations, circumstances, environment, and limits that influence, control, and limit the performance of the task. Conditions include things such as plans, Standard Operating Procedures, resources, equipment, people, and the environment.
Steps:	The general steps performed and decisions made that lead to the expected outcomes for the task.
Expected Outcomes:	A description of the end state of a task when the task is completed.
Consequences:	The significance of achieving the expected outcome for the task in relation to the overall response.
Related CSEPP Objectives:	A cross-reference to existing exercise objectives found in Appendix C to <i>Exercise Policy and Guidance for the Chemical Stockpile Emergency Preparedness Program</i> , March 19, 1999.

A sample PEG for providing immediate aid to patients at the chemical accident site is provided in Figure B.1.

Task:	Provide Immediate Emergency Aid at the CAI Site	ID: V-A-Field-1
Stream:	Victim Care	
Element:	Nonmedical First Responders, Work Parties, Security Teams	
Inputs:	Contaminated or potentially contaminated, exposed or potentially exposed, and injured workers, responders, contractors, or visitors at the CAI site or in the on-post safety restricted area or projected hazard area (wedge).	
Conditions:	Time available; incident scene limitations (facility damage, fire, wreckage, number of victims, etc.); nature and extent of illness, injury, contamination, or exposure; availability of trained and equipped nonmedical emergency responders; available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.	
Steps:	<ol style="list-style-type: none"> 1. Perform (performed by victims and co-workers) immediate self-aid and buddy-aid, continuing until medical response teams assume treatment, including: <ol style="list-style-type: none"> a. donning personal protective equipment (PPE), as appropriate. b. moving victims from the immediate danger area, as the situation allows. c. providing the ABC (airway, breathing, circulation) of CPR, controlling blood loss, supporting fractures, and administering antidotes. d. removing gross contamination from the victim's exposed skin and PPE. 2. Move victims to the victim transfer point or decontamination station in the contamination reduction area, continuing life-support and first aid treatment during movement. 3. If a personnel decontamination station is not established, conduct expedient decontamination, following decontamination protocols as closely as possible. 4. Arrange victims for immediate triage by the medical response team upon completion of decontamination procedures. 5. Victims and nonmedical responders contribute to patient history, with particular attention given to the agent antidote regimen and decontamination processes accomplished. 	
Expected Outcomes:	Victims are saved from additional trauma, injury, and agent exposure. Appropriate life-saving self-aid and first-aid is accomplished.	
Consequences:	No patients die or are permanently incapacitated as a result of lapses in victim care.	
Related CSEPP Objectives:	4.1 Command and Control; 6.1 Communications Systems; 10.1 Administration of Self Aid, Buddy Aid, and Initial Treatment in a Potentially Contaminated Environment; 13.1 Emergency Worker Exposure Control.	

Figure B.1 Sample Performance Evaluation Guide

Appendix C: Data Collection Guides

An extract of a mid-level detail, formal Data Collection Guide is presented in Figure C.1. This type of guide is a prepared form that lists all of the Performance Evaluation Guide (PEG) tasks and their expected outcomes. Observation teams fill in

the blanks, indicating who is collecting what type of information and how, when, and where that collection will occur. When completed, copies are made for each observation team member.

PEG/Step	Observer	Where	When	Data Desired	How
V. Victim Care					
On-Post					
EOC-1: Track the Location and Status of Patients					
Expected Outcome: The IRF Commander is satisfied that patients' identities are confirmed, that their medical needs are taken care of, and that accurate information is available to notify patients' next-of-kin. No patient's identity or information is mistakenly released in reports or news releases.					
Remarks:					
EOC-2: Coordinate the Disposition of Human Remains					
Expected Outcome: Legal requirements for handling remains are met; the next-of-kin are helped to claim the remains of the deceased.					
Remarks:					
EOC-3: Notify the Next-of-Kin					
Expected Outcome: The next-of-kin of fatalities or ill, injured, and exposed persons are promptly notified and their immediate needs are supported. Information about the victims or their next-of-kin are not reported or released unless authorized.					

Note: Wide left table border indicates On Post activities Page 1 of 10 July 25, 2000

Figure C.1 Extract from a Mid-Level Data Collection Guide

An extract of the most detailed version of a Data Collection Guide is presented in Figure C.2. It leads to the most formal development process for developing the guide. The Data Collection Guide lists each PEG

task and its associated steps. Observation team members complete the guide by filling in the blocks to indicate who is collecting what type of information and how, when, and where that collection will occur for each step. This form

may also be completed by the exercise co-directors and team leaders prior to the exercise. In this case, the observation team only reviews the guide and makes minor

adjustments based on the results of the site visit and last-minute changes in team composition.

V. Victim Care					
PECS Step	Observer	Where	When	Data Desired	How
V. Victim Care					
On-Post					
EOC 1: Track the Location and Status of Patients					
Installation Medical Authority (IMA) and the EOC staff receive initial and follow-up reports from the field or medical treatment facility about the location and status (extent of injury and exposure, and care being provided) or persons on-post and off-post who are ill, injured or exposed as a result of the C.A.I.					
Patient information is posted to status boards in the EOC and on-post medical treatment facility and the IIRF Commander and IMA are briefed in accordance with local procedures.					
IMA and EOC staff periodically solicit updates on patients if they are not forthcoming from the field or medical treatment facilities.					
IMA and EOC staff identify delays in patient care. If not immediately resolvable at the action officer level, the information is immediately provided to the IIRF Commander for consideration and possible action.					
IMA and EOC staff coordinate with county and state health department medical services coordinator and exchange information regarding the status and location of both installation and community patients.					
The identity of patients from the Army installation are positively confirmed by an Army medical professional or a supervisor before next-of-kin notifications are made or reports or news releases are made that identify patients by name.					
EOC 2: Coordinate the Disposition of Human Remains					

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Figure C.2 Extract from a Highly Detailed Data Collection Guide

Appendix D: Exercise Time Line and the Observation Recording and Analysis Form

A sample exercise time line is presented in Figure D.1. This time line is similar to those currently used in Chemical Stockpile Emergency Preparedness Program exercises.

The only addition made by the Integrated Performance Evaluation process is the column used to identify the stream to which the observation is tentatively assigned.

TIME	ACTIVITIES	STREAM
0940	EOC staff briefing Still at CE Igloo fire burned itself out Met. Data (same) wind @ 2.1m/s from 039° No new PARs/PADs	
0939	EOC receives report that first victims have been sent to St. Mark's Hospital	
0945	American Red Cross (ARC) Chapter representative initiates activation of shelter at the Badlands Park District's Camp Roosevelt (where the fixed decontamination facility is also located)	
0955	ARC representative receives notification from Camp Roosevelt that the previously agreed upon building is not acceptable for use as a shelter at this time; another building is inspected and designated to be the shelter (NOTE TO SELF: anybody call Rushmore Co. or the JIC to inform them to change any information provided in EAS or other messages? [NO!])	
1000	EOC notified that the fixed decontamination facility was declared operational (NOTE TO SELF: Who called? [Facility manager])	
1005	EOC notified that one depot burn victim has been received at St. Mark's Hospital	
1008	St. Mark's staff inform EOC that they received a patient without documentation; the hospital subsequently treated the patient as if contaminated; deconned the patient and requested that the ambulance be pulled from service until it was determined to be "clean"	
1015	EOC health representative calls St. Mark's and requests that they contact the depot to obtain documentation (NOTE TO SELF: after heated discussion among EOC staff regarding the need for ambulances, private company issues and legality questions; NOT patient issues)	
1020	ARC representative in EOC receives call from Cody Co. representative requesting information on establishment of shelter at Camp Roosevelt	
1022	Decon facility manager reports to EOC that during the screening process, persons were identified as coming from the depot; no contamination was found; two persons requested to be decontaminated (psychosomatic), so they were deconned	
1028	Decon facility manager reports to EOC that number of evacuees waiting to be processed is greater than they expected	

Figure D.1 Sample Exercise Time Line

The Observation Recording and Analysis Form is presented in Figure D.2 on the following page. The form contains all six

analysis questions. The analysis team is given this form in both hard copy and electronic formats. The blocks are completed as follows:

Instructions for Completing the Observation Recording and Analysis Form		
Block No.	Brief Description	Instructions
1	Date/Time	Enter the start point for the consolidated observations, which is the earliest time in the sequence of events. Subsequent times are embedded in the content of Block 4 (What happened?).
2	Stream	Enter the response team to which the analysis team has assigned the consolidate observation.
3	Sources	Enter the name and telephone number of the primary author of the content in Block 4 (What happened?). Also, list other records that support the observation and will be attached to the form.
4	What happened?	Enter the consolidated observations. These observations consist of the facts about what happened during the response, which then raises a positive, negative, or neutral issue.
5	What should have happened?	Enter information about what plans, procedures, laws, regulations, and management directives should have occurred in the situation being presented. This information is the basis for a comparison of differences.
6	Why is there a difference?	Present a determination of why the response differed from the planned response and, thus, why the expected outcomes were or were not achieved.
7	What is the impact of the difference?	Enter the actual impact or informed estimate of the potential impact of the deviation from the planned response.
8	What should be learned from this?	Present the alternative courses of action that would lead to improved task performance.
9	What corrective actions are recommended?	Enter recommendations for improving task performance. Use corrective action questions provides in Chapter 5 as a guide.

Observation Recording and Analysis Form	
1. Date/Time	3. Sources (e.g., observer name and work telephone, SIMCELL, printout, action log)
2. Stream	
4. What happened?	
5. What should have happened (based on management direction/expectations, plans, procedures, MOA, regulation, law, etc.)?	
6. Why is there a difference?	
7. What is the impact (consequence) of the difference? Include an assessment of the criticality or significance of the impact.	
8. What should be learned from this (by management, by operations supervisors, by responders)?	
9. What corrective actions are recommended (i.e., training needed to improve task performance; changes that need to be made to plans and procedures, organization structure, leadership or management processes, equipment, or national policy)?	

Figure D.2 Observation Recording and Analysis Form

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Appendix E: Analysis Tools

E.1 The Why Staircase

This tool is used to help determine why a difference occurred between what was planned and what actually happened. It also helps a team of analysts detect flaws in its reasoning. Each step is a symptom (or effect) of the item below and a cause of the previous item. It starts with the event, action, or decision, and ends with the basic underlying root cause for their occurrence. Its purpose is

to get the analyst past the initial, obvious, surface level cause where the true issue is rarely found. When using this process, analysts may want to develop an “organization chart” that shows the relationship between the causal factors found at each step of the staircase. The Why Staircase is represented in Figure E.1.

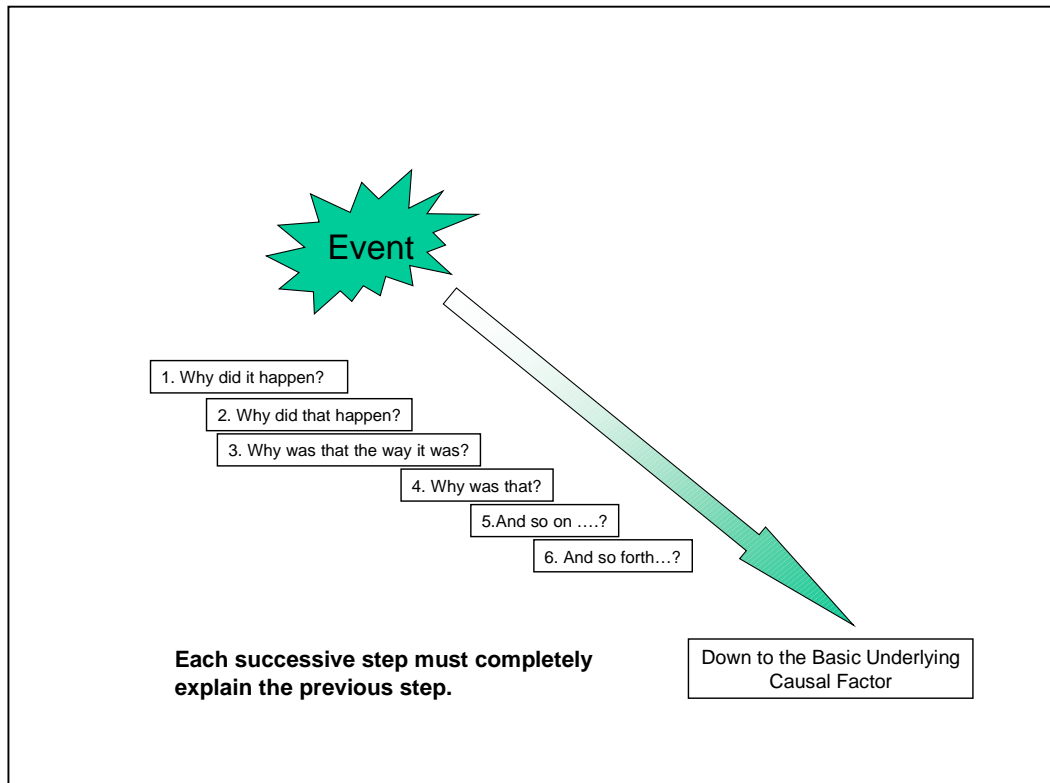


Figure E.1 The Why Staircase

E.2 The Root Cause Test

A factor cannot be a root cause unless it is a cause. It also cannot be a root cause if it is caused by a more important factor. The analyst can use a simple method, called the Root Cause Test (Figure E.2), to determine

whether the causal factor being examined is actually a root cause. The analyst simply follows the flow chart to make this determination.

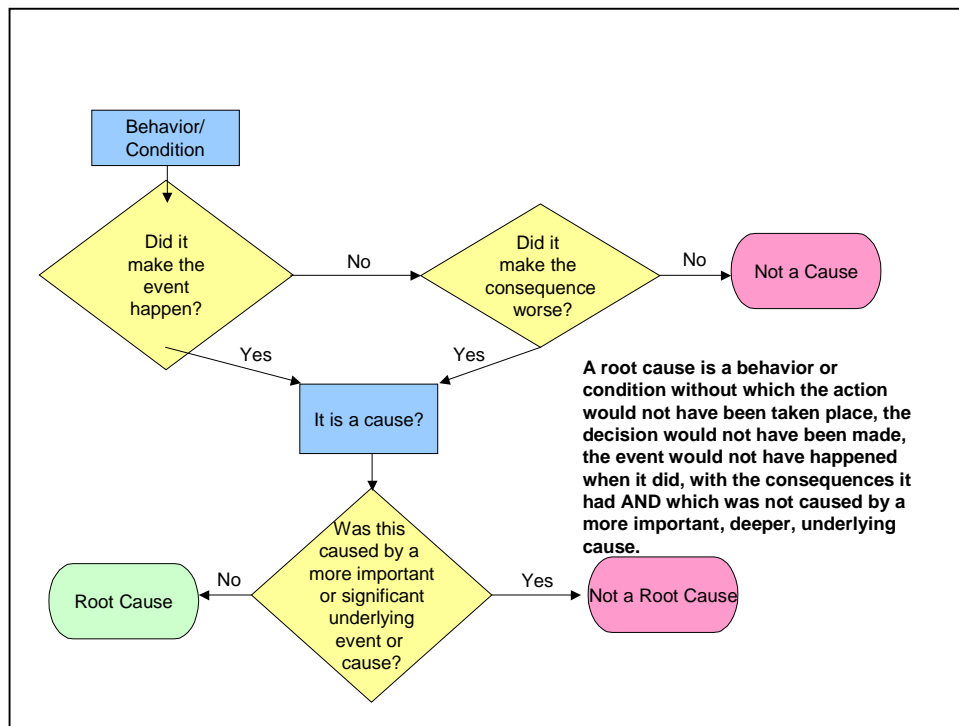


Figure E.2 The Root Cause Test

E.3 The Impact Factor Matrix

This tool is designed to help analysts determine if the consequence of a responder's action, inaction, or decision resulted in the expected outcome of a task better or worse than what was planned or what it could have been. That is, it helps answer the analytical question, "What was the impact of the difference?" *Setup factors* are elements that had to be present or occur earlier for the action being examined to occur. *Triggering factors* are elements beyond the setup factors that

actually caused the action to occur. *Exacerbating factors* are elements that actually made or would have made the consequence of the action worse than what it should have been. *Mitigating factors* are elements that actually kept or potentially would have kept the consequences of the action from being worse than what they were. An example layout for an Impact Factor Matrix is shown in Figure E.3.

Issue	Setup Factors	Triggering Factors	Exacerbating Factors	Mitigating Factors	Remarks

Figure E.3 Example Layout for an Impact Factor Matrix

E.4 The “D” Consequence Table

Analysts also use this tool to help determine the impact of the differences. The example shown in Figure E.4 as a table; however, it can be a simple list. The “D” Consequence Table provides a structure for looking at the consequences of an action. The “D” is just a memory device used to describe consequences. Example “D” consequences

include Death, Disability, Damage to property or environment, Destruction of property or the environment, population receives an agent Dose, Dollar loss, Degradation of a service, Disruption of a service, a wrong Decision, a Delay in the response, a responder Doing something unsafe or unwanted...and so on. “D” consequences are typically adverse.

Type of “D” Consequence	Actual	Potential

Figure E.4 The “D” Consequence Table

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Appendix F: Glossary

After-Exercise Review. A general term for the process of compiling observations about the exercise from the evaluators, analyzing the observations first by jurisdiction and then by response stream, identifying issues, developing corrective action recommendations, and drafting the report.

Community Readiness Profile. A document prepared by the evaluated community that provides the evaluation team with information on the community's ability to meet the Chemical Stockpile Emergency Preparedness Program (CSEPP) benchmarks. It provides the community's status in each of the benchmark areas, a capability rating in those areas, and a narrative summary of the previous two year's CSEPP exercises. It provides the context for conducting an Integrated Performance Evaluation.

Condition. The terms, qualifications, situations, circumstances, environment, and limits that influence, control, and constrain the performance of a task. Conditions are the parameters within which *inputs*, *steps*, and *expected outcomes* are to be understood. They include:

- Governing documents such as plans, Standard Operating Procedures (SOPs), Memoranda of Understanding (MOUs), and Memoranda of Agreement (MOAs), and their availability and familiarity to responders;
- Time, particularly when time limitations for decisions or actions are imposed by regulations;

- Preselected evacuation routes and traffic control points (TCPs) and access control points (ACPs);
- Pre-scripted messages and media releases;
- Resources and equipment such as specialized vehicles, physical facilities, computers and their software, and communications systems, and their availability, operational status, and technical scope and limitations;
- Personnel, including numbers and qualifications to perform specific tasks; and
- Weather and environmental conditions.

Consequence. The implication and significance of the *expected outcome* on the response. The underlying purpose for performing the task. Consequences can be felt either on- or offpost.

Coordinated Time Line. The merging of events and activities that occurred during the exercise play of the many jurisdictions into a coordinated time sequence.

Data Collection Guide. A tool to ensure that all necessary information is collected by planning the “what, who, where, when, data desired, and how” of data collection. It is prepared prior to the exercise by the team members to anticipate exercise activities and events. It helps to tailor the general *Performance Evaluation Guides* (PEGs) to the specific community exercise.

Data Set. A general term referring to the various forms and materials used in the post-exercise analysis to consolidate and organize collected information in formats useful for the analysis process.

Element. The location where the *task* is expected to occur and where most of the data about the task will be collected, e.g., emergency operations center or specified field location.

Evacuee Support Stream. A term that describes all tasks following the protective action decision through opening, operating, and supporting reception centers and shelters.

Expected Outcome. A description of the end state of a *task* when the task is completed. The outcome of one task may become an *input* for another task at this location or elsewhere on- or offpost. The successful performance of a task is based on comparing what actually occurred versus what was expected to occur, and its *consequences* for the response.

Hazard Analysis Stream. A term that describes *tasks*, beginning with detecting the accident, gathering information, determining its impact, classifying the event, conducting environmental monitoring, and making government-to-government notification. On-post, it also includes tasks related to emergency operation center direction and control. It also includes government-to-government updates and situation reports and briefings.

Hazard Mitigation Stream. A term that describes all response *tasks* at the accident scene to contain the source and limit the magnitude of the hazard's impact. It includes all tasks at the accident scene except for those specifically associated with *victim care*.

Integrated Performance Evaluation (IPE). A team approach to exercise evaluation that focuses on collecting data on response *tasks* to assess the ability to achieve *expected outcomes* and *consequences* according to accepted general program standards as well as specific plans, procedures, and expectations. The primary purpose of the IPE is to determine response productivity and effectiveness, e.g., the capability of the site to respond or perform specific functions, and to enhance training of responders. The principal data collection and analysis tool used in an IPE is a series of Performance Evaluation Guides (PEGs).

Input. The information, decisions, or outcomes from other *tasks* that are expected to initiate or drive subsequent the response activity at this location.

Jurisdiction Observation Teams. Teams (may consist of a single observer) who are assigned to a state or county jurisdiction to observe the exercise and collect data. As a team, they observe the exercise, prepare both a Data Collection Guide and a jurisdictional time line, and a set of Observation Recording and Analysis Forms (blocks 1–5) after the exercise.

Observation Recording and Analysis Form (ORAF). A structured form used in the post-exercise analysis to consolidate and record observations and information about key exercise events. This form is to be used by jurisdictions, special analysis teams, and stream analysis teams.

Outcome. (see *Expected Outcome*).

Performance Evaluation Guide (PEG). A data collection and evaluation guide used by exercise observers. A PEG correlates to each

task in the response at a particular location and identifies: the task title, the *element* or location where the observation is to occur, *inputs*, *conditions*, *Steps*, *expected outcomes*, and *consequences*. Each PEG has a unique identification number. Following the exercise, PEGs serve as the basis for the analysis and comparison of actual outcomes with expected outcomes.

Performance Map. A tabular depiction of the flow of *tasks* in a *stream* and the relationships among them. The tasks are arranged, by performance location, from top to bottom in the approximate chronological order in which they begin. Each block represents a task that corresponds with a PEG.

Population Warning Stream. A term that describes tasks associated with protective action decision making and warning the affected population. Offpost, it includes all tasks from receipt of the protective action recommendation and chemical event notification level, through making the protective action decision, to activation of warning systems, including, for example, sirens, tone alert radios, route alerting, cable interrupts, telephoning those in special-needs database, and the first emergency alert system message. It also involves mobilizing emergency operations center (EOC) staff and activating the EOC.

Post-Exercise Analysis. A process that occurs immediately after an exercise for purposes of providing participants with a better understanding of their decisions and actions, and the relationships and interdependencies of response elements; assessing the entire response; and identifying lessons that can be applied locally and nationally. It includes review of data both by jurisdiction and streams, building *data sets*, constructing an exercise time line, understanding when results differed from expectations, and focusing on root causes.

Protective Action Implementation Stream. A term that describes the flow of activities related to evacuation and sheltering-in-place of residents, schools, special populations, and special facilities. It also includes transportation support activities, the establishment of traffic and access control points, adoption of declarations of emergency, host facility support, responses involving infrastructure and agriculture, and screening and decontamination of the general population.

Public Information Stream. A term that describes all tasks related to providing public information, exclusive of the initial emergency alert system (EAS) messages. It includes the dispatch of persons to an activated Joint Information Center (JIC) and a Joint Information System and capability at the JIC and in jurisdiction EOCs to respond to information needs, prepare additional EAS messages and news advisories, handle rumor control, and conduct media briefings.

Response Stream. (see *Stream*).

Response Stream Analysis. Part of the post-exercise analysis that results in a picture of the community's ability to achieve the outcomes within each *response stream*.

Root Cause. A behavior or condition without which the action would not have been taken, the decision would not have been made, or the event would not have happened when it did, with the consequences it had, and which was not caused by a more important, deeper, underlying cause.

Special Observation and Analysis Team. There are two special observation and analysis teams that are not jurisdiction specific, but whose focus is on medical/victim care and public information responses. These teams form the basis of the respective stream analysis teams.

whose response stream analysis is augmented by jurisdictional observation team data input.

Step. The specific actions performed or decisions made by responders that, in aggregate, produce the *Expected Outcomes* of the *Task*, given the *Inputs* and *Conditions*.

Stream (or Response Stream). The flow of a set of related tasks and decisions that leads to a desired outcome and consequence of the response. Seven streams have been developed to characterize the complete response: (1) Hazard Mitigation, (2) Hazard Analysis, (3) Population Warning, (4) Protective Action Implementation, (5) Victim Care, (6) Evacuee Support, and (7) Public Information. Each stream is displayed on a *Performance Map*.

Stream Analysis Teams. The exercise observers reconfigure from their jurisdiction observation teams and special observation and analysis teams into the seven response stream

analysis teams. A team leader compiles the jurisdiction and special team Observation Recording and Analysis Forms (ORAFs) related to the response stream and works with the team members, and, as needed, persons from other streams, to compile ORAFs for the stream.

Task. A set of response actions performed by an individual responder or team at a specified location, e.g., the EOC or a specified field location, that begins with one or more *Inputs* and ends with one or more specified *Outputs* and *Consequences*. A *Performance Evaluation Guide* (PEG) has been prepared as the tool for observing and gathering data about each response task.

Victim Care Stream. This includes all activities related to treating on-post contaminated casualties at the accident site and depot, victim transport, treatment at off-post medical facilities, patient tracking, and handling and tracking disposition of human remains.



INTEGRATED PERFORMANCE EVALUATION

Integrated Performance Evaluation

Performance Maps Off-post and On-post

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Stream: I. Hazard Mitigation

Depot	
Field	EOC
Make Immediate Informal Accident Reports (I-A-Field-1)	
Secure the Accident Scene (I-A-Field-2)	Stand Up and Command the Initial Response Force (I-A-EOC-1)
Establish and Provide Direction and Control at the Accident Scene (I-A-Field-3)	Perform Duties as the Federal On-scene Coordinator (I-A-EOC-2)
Conduct Fire-fighting Operations at the Accident Scene (I-A-Field-4)	Direct and Control Response Operations (I-A-EOC-3)
Conduct Release Control Operations (I-A-Field-5)	Request and Coordinate Additional Response Support (I-A-EOC-4)
Stage Response Teams (I-A-Field-6)	Direct and Coordinate Accident Scene Preservation (I-A-EOC-5)
Set Up and Operate the Personnel Decontamination Station (I-A-Field-7)	
Set Up and Operate the Equipment Decontamination Station (I-A-Field-8)	
Preserve the Accident Scene (I-A-Field-9)	
Direct and Control Distribution of Supplies and Equipment (I-A-Field-10)	
Mitigate the Effects of the Agent Release (I-A-Field-11)	

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Stream: II. Hazard Analysis

Depot		County/State	
Field	EOC	Field	EOC
	Activate, Expand, and Operate the EOC (II-A-EOC-1)	<div> <div>Support Protective Action Decision Making (II-O-EOC-1)</div> <div>Coordinate Response Phase Monitoring and Sampling (II-O-EOC-2)</div> </div>	
	Collect Input for Hazard Analysis (II-A-EOC-2)		
	Make Hazard Assessments and Predictions (II-A-EOC-3)		
	Recommend CENLs, PARs, and PADs (II-A-EOC-4)		
	Decide On-post PAD (II-A-EOC-5)		
	Decide CENL and Off-post PAR (II-A-EOC-6)		
	Notify Off-post 24-hour Warning Points or EOCs (II-A-EOC-7)		
	Notify Government Agencies and Officials (II-A-EOC-8)		
	Report Events and Decisions to Higher Headquarters (II-A-EOC-9)		
Set Up Monitoring and Sampling Equipment (II-A-Field-1)	Coordinate Monitoring and Sampling Operations (II-A-EOC-10)		
Conduct Monitoring and Sampling Operations (II-A-Field-2)	Provide High-level Briefings (II-A-EOC-11)		
Report Results of Monitoring and Sampling Operations (II-A-Field-3)	Make On-post Reentry Decisions (II-A-EOC-12)		

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Stream: III. Population Warning

Depot		County	
Field	EOC	Field	EOC
	Activate Indoor and Outdoor Warning Systems (III-A-EOC-1)		Receive CENL and PAR from Installation/Depot EOC (III-O-EOC-1)
			Make Protective Action Decisions (III-O-EOC-2)
			Alert and Mobilize EOC Staff (III-O-EOC-3)
			Activate and Operate the EOC (III-O-EOC-4)
			Select or Prepare Protective Action Messages (III-O-EOC-5)
			Activate Primary Indoor and Outdoor Warning Systems (III-O-EOC-6)
		Conduct Route Alerting (III-O-Field-1)	Activate Alternative or Supplementary Warning Methods (III-O-EOC-7)
			Disseminate Protective Action Messages (III-O-EOC-8)

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Stream: IV. Protective Action Implementation

Depot		County	
Field	EOC	Field	EOC
Secure the Safety Restricted Area and Safety Arc (Wedge) (IV-A-Field-1)	Direct and Control Protection of the On-post General Population (IV-A-EOC-1)		Direct and Control Activation of Traffic and Access Control Points (IV-O-EOC-1)
Account for Personnel at and around the Accident Site (IV-A-Field-2)	Direct and Control Protection of the On-post At-risk Population (IV-A-EOC-2)	Activate Traffic and Access Control Points (IV-O-Field-1)	Direct and Control Protective Actions for Schools and Day Care (IV-O-EOC-2)
	Direct and Control Protection of Special Populations (IV-A-EOC-3)	Implement Protective Actions for Schools and Day Care (IV-O-Field-2)	Direct and Control the Protection of Special Populations (IV-O-EOC-3)
		Implement Protection of Special Populations (IV-O-Field-3)	Request Supplementary Assistance (IV-O-EOC-4)
	Provide Transportation to Evacuate the Post Population (IV-A-EOC-4)		Provide Support to the Storage Installation (IV-O-EOC-5)
Assemble, Screen, and Account for the On-post Population (IV-A-Field-3)		Screen Evacuees for Agent Contamination (IV-O-Field-4)	
Control On-post Population Movement, Exit, and Entry (IV-A-Field-4)		Decontaminate Potentially Exposed Evacuees (IV-O-Field-5)	

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Stream: V. Victim Care

Depot		County	
Field	EOC	Field	EOC
Provide Immediate Emergency Care at the CAI Site (V-A-Field-1)			
Provide Emergency Medical Triage, Treatment, and Stabilization at the CAI Site (V-A-Field-2)		Treat Patients at the Screening Site (V-O-Field-1)	
Decontaminate Patients at the CAI Site (V-A-Field-3)		Decontaminate Patients at the Screening Site or Medical Treatment Facility (V-O-Field-2)	
Transport Patients to a Medical Treatment Facility (V-A-Field-4)		Transport Patients to a Medical Treatment Facility (V-O-Field-3)	
Prepare Medical Treatment Facility to Receive Patients (V-A-Field-5)		Prepare Medical Treatment Facility to Receive Patients (V-O-Field-4)	
Treat Patients at a Medical Treatment Facility (V-A-Field-6)		Treat Patients at a Medical Treatment Facility (V-O-Field-5)	
Make Victim Status Reports (V-A-Field-7)	Track the Location and Status of Patients (V-A-EOC-1)	Make Victim Status Reports (V-O-Field-6)	Track the Location and Status of Patients (V-O-EOC-1)
Collect and Decontaminate Human Remains (V-A-Field-8)	Coordinate the Disposition of Human Remains (V-A-EOC-2)	Collect and Decontaminate Human Remains (V-O-Field-7)	Coordinate the Disposition of Human Remains (V-O-EOC-2)
	Notify the Next of Kin (V-A-EOC3)		

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Stream: VI. Evacuee Support

Depot		County/State	
Field	EOC	Field	EOC
			Direct and Control Reception Center Operations (VI-O-EOC-1)
		Operate Reception Centers (VI-O-Field-1)	
			Direct and Control Shelter Operations (VI-O-EOC-1)
		Operate Shelters (VI-O-Field-2)	
	Arrange for and Provide Counseling and Religious Support (VI-A-EOC-1)		
	Arrange for and Provide Veterinary Services (VI-A-EOC-1)		
	Arrange for and Provide Army Claims Services (VI-A-EOC-1)		

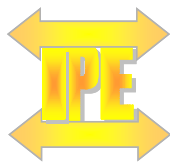
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Stream: VII. Public Information

Depot		COUNTY/STATE	
EOC	JIC	EOC	JIC
Provide Emergency Public Information through Media Releases (VII-A-EOC-1)		Conduct EOC Media Operations (VII-O-EOC-1)	
Direct and Control Public Information Activities (VII-A-EOC-2)	Activate the JIC (VII-A-JIC-1)	Direct and Control Public Information Activities (VII-O-EOC-2)	Activate the JIC (VII-O-JIC-1)
Make Reports to Higher Headquarters PAOs (VII-A-EOC-3)	Provide Emergency Public Information to the Media (VII-A-JIC-2)		Provide Emergency Public Information to the Media (VII-O-JIC-2)
Request and Coordinate PAO Augmentation (VII-A-EOC-4)			
Coordinate Joint and Command Level Media Briefings (VII-A-EOC-5)			

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INTEGRATED PERFORMANCE EVALUATION

Integrated Performance Evaluation

Master List of Performance Evaluation Guides

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Master List of Performance Evaluation Guides (PEGs)

Response Streams

- | | |
|--------------------------------------|-------------------------|
| I. Hazard Mitigation | V. Victim Care |
| II. Hazard Analysis | VI. Evacuee Support |
| III. Population Warning | VII. Public Information |
| IV. Protective Action Implementation | |

In the table below:

PEG ID: The Roman numeral identifies the response stream. The letter denotes Army (A) or offpost (O). The third element in the ID identifies the location where the task occurs or is most visible. The numerical sequence of the task within the element in the particular stream is given, based on the approximate order in which the task occurs or begins at that location.

Element: The specific location where the task is typically performed.

PEG Task Title: The Performance Evaluation Guide title.

PEG ID	Element (where performed)	PEG Task Title
Off-post Tasks		
I. Hazard Mitigation Stream (no off-post tasks)		
II. Hazard Analysis Stream		
II-O-EOC-1	EOC	Support Protective Action Decision Making
II-O-EOC-2	EOC	Coordinate Response Phase Monitoring and Sampling
III. Population Warning Stream		
III-O-EOC-1	EOC	Receive CENL and PAR from Installation/Depot EOC
III-O-EOC-2	EOC	Make Protective Action Decisions
III-O-EOC-3	EOC	Alert and Mobilize EOC Staff
III-O-EOC-4	EOC	Activate and Operate the EOC
III-O-EOC-5	EOC	Select or Prepare Protective Action Messages
III-O-EOC-6	EOC	Activate Primary Indoor and Outdoor Warning Systems
III-O-EOC-7	EOC	Activate Alternative or Supplementary Warning Methods
III-O-EOC-8	EOC/EAS station(s)	Disseminate Protective Action Messages
III-O-Field-1	Field	Conduct Route Alerting

Master PEG List, p. 1 of 5

PEG ID	Element (where performed)	PEG Task Title
IV. Protective Action Implementation Stream		
IV-O-EOC-1	EOC	Direct and Control Activation of Traffic and Access Control Points
IV-O-Field-1	Field	Activate Traffic and Access Control Points
IV-O-EOC-2	EOC	Direct and Control Protective Action for Schools and Day Care
IV-O-Field-2	Schools and day-care centers	Implement Protective Actions for Schools and Day Care
IV-O-EOC-3	EOC	Direct and Control the Protection of Special Populations
IV-O-Field-3	Field	Implement Protection of Special Populations
IV-O-EOC-4	EOC	Request Supplementary Assistance
IV-O-EOC-5	EOC	Provide Support to the Storage Installation
IV-O-Field-4	Screening or reception centers	Screen Evacuees for Agent Contamination
IV-O-Field-5	Decontamination centers	Decontaminate Potentially Exposed Evacuees
V. Victim Care Stream		
V-O-EOC-1	EOC or medical treatment facility	Track the Location and Status of Patients
V-O-EOC-2	EOC	Coordinate the Disposition of Human Remains
V-O-Field-1	Screening site	Treat Patients at the Screening Site
V-O-Field-2	Screening site or medical treatment facility	Decontaminate Patients at the Screening Location or Medical Treatment Facility
V-O-Field-3	Medical treatment facility	Transport Patients to a Medical Treatment Facility
V-O-Field-4	Medical treatment facility	Prepare Medical Treatment Facility to Receive Patients
V-O-Field-5	Medical treatment facility	Treat Patients at a Medical Treatment Facility
V-O-Field-6	Medical treatment facility	Collect and Decontaminate Human Remains
VI. Evacuee Support Stream		
VI-O-EOC-1	EOC	Direct and Control Reception Center Operations
VI-O-Field-1	Reception centers	Operate Reception Centers
VI-O-EOC-2	EOC	Direct and Control Shelter Operations
VI-O-Field-3	Shelter	Operate Shelters

Master PEG List, p. 2 of 5

PEG ID	Element (where performed)	PEG Task Title
VII. Public Information Stream		
VII-O-EOC-1	EOC	Conduct EOC Media Operations
VII-O-EOC-2	EOC	Direct and Control Public Information Activities
VII-O-JIC-1	EOC	Activate the JIC
VII-O-JIC-2	JIC	Provide Emergency Public Information to the Media
On-post Tasks		
I. Hazard Mitigation Stream		
I-A-EOC-1	EOC	Stand Up and Command the Initial Response Force
I-A-EOC-2	EOC	Perform Duties as the Federal On-scene Coordinator
I-A-EOC-3	EOC	Direct and Control Response Operations
I-A-EOC-4	EOC	Request and Coordinate Additional Response Support
I-A-EOC-5	EOC	Direct and Coordinate Accident Scene Preservation
I-A-Field 1	Accident scene	Make Immediate Informal Accident Reports
I-A-Field-2	Security forces	Secure the Accident Scene
I-A-Field-3	FCP	Establish and Provide Direction and Control at the Accident Scene
I-A-Field-4	Accident scene	Conduct Fire-fighting Operations at the Accident Scene
I-A-Field-5	Accident scene	Conduct Release Control Operations
I-A-Field-6	FCP	Stage Response Teams
I-A-Field-7	Decontamination station	Set Up and Operate the Personnel Decontamination Station
I-A-Field-8	Decontamination station	Set Up and Operate the Equipment Decontamination Station
I-A-Field-9	Accident scene	Preserve the Accident Scene
I-A-Field-10	FCP, staging area, installation facilities	Direct and Control Distribution of Supplies and Equipment
I-A-Field-11	Accident scene	Mitigate the Effects of the Agent Release
II. Hazard Analysis Stream Army Hazard Analysis		
II-A-EOC-1	EOC	Activate, Expand, and Operate the EOC
II-A-EOC-2	EOC	Collect Input for Hazard Analysis
II-A-EOC-3	EOC	Make Hazard Assessments and Predictions
II-A-EOC-4	EOC	Recommend CENL, PARs, and PADs

Master PEG List, p. 3 of 5

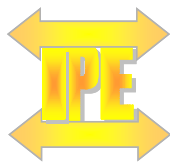
PEG ID	Element (where performed)	PEG Task Title
II-A-EOC-5	EOC	Decide On-post PAD
II-A-EOC-6	EOC	Decide CENL and Off-post PAR
II-A-EOC-7	EOC	Notify Off-post 24-hour Warning Points or EOCs
II-A-EOC-8	EOC	Notify Government Agencies and Officials
II-A-EOC-9	EOC	Report Events and Decisions to Higher Headquarters
II-A-Field-1	Field	Set Up Monitoring and Sampling Equipment
II-A-EOC-10	EOC	Coordinate Monitoring and Sampling Operations
II-A-Field-2	Field	Conduct Monitoring and Sampling Operations
II-A-Field-3	Field	Report Results of Monitoring and Sampling Operations
II-A-EOC-11	EOC	Provide High-level Briefings
II-A-EOC-12	EOC	Make On-post Reentry Decisions
III. Population Warning Stream		
III-A-EOC-1	EOC	Activate On-post Indoor and Outdoor Warning Systems
IV. Protective Action Implementation Stream		
IV-A-EOC-1	EOC	Direct and Control Protection of the On-post General Population
IV-A-EOC-2	EOC	Direct and Control Protection of the On-post At-risk Population
IV-A-EOC-3	EOC	Direct and Control Protection of Special Populations
IV-A-EOC-4	EOC	Provide Transportation to Evacuate the Post Population
IV-A-Field-1	Accident scene	Account for Personnel at and around the Accident Site
IV-A-Field-2	Field	Assemble, Screen, and Account for the On-post Population
IV-A-Field-3	Field	Control On-post Population Movement, Exit, and Entry
V. Victim Care Stream		
V-A-Field-1	Accident scene	Provide Immediate Emergency Aid at the CAI Site
V-A-Field-2	Accident scene	Provide Emergency Medical Triage, Treatment, and Stabilization at the CAI Site
V-A-Field-3	Accident scene	Decontaminate Patients at the CAI Site
V-A-Field-4	Field	Transport Patients to a Medical Treatment Facility
V-A-Field-5	Medical treatment facility	Prepare Medical Treatment Facility to Receive Patients
V-A-Field-6	Medical treatment facility	Treat Patients at a Medical Treatment Facility

Master PEG List, p. 4 of 5

PEG ID	Element (where performed)	PEG Task Title
V-A-Field-7	Accident scene; medical treatment facility	Make Victim Status Reports
V-A-EOC-1	EOC, medical treatment facility	Track the Location and Status of Patients
V-A-Field-8	Field	Collect and Decontaminate Human Remains
V-A-EOC-2	EOC	Coordinate the Disposition of Human Remains
V-A-EOC-3	EOC	Notify the Next of Kin
VI. Evacuee Support Stream		
VI-A-EOC-1	EOC	Arrange for and Provide Counseling and Religious Support
VI-A-EOC-2	EOC	Arrange for and Provide Veterinary Services
VI-A-EOC-3	EOC	Arrange for and Provide Army Claims Services
VII. Public Information Stream		
VII-A-EOC-1	EOC, JIC	Provide Emergency Public Information through Media Releases
VII-A-EOC-2	EOC	Direct and Control Army Public Information Activities
VII-A-EOC-3	EOC	Make Reports to Higher Headquarters PAO
VII-A-EOC-4	EOC	Request and Coordinate PAO Augmentation
VII-A-EOC-5	EOC	Coordinate Joint and Command Level Media Briefings
VII-A-JIC-1	JIC	Activate the JIC
VII-A-JIC-2	JIC	Provide Emergency Public Information to the Media

Master PEG List, p. 5 of 5

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INTEGRATED PERFORMANCE EVALUATION

Integrated Performance Evaluation

Crosswalks

**From Objective Elements
to PEGs and from PEGs
to Objective Elements**

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Crosswalk 1: Objective Elements to Performance Evaluation Guides

Response Streams:

- | | |
|--|--|
| I. Hazard Mitigation
II. Hazard Analysis
III. Population Warning
IV. Protective Action Implementation | V. Victim Care
VI. Evacuee Support
VII. Public Information |
|--|--|

Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
Objective 1: Initial Alert and Activation		
1.1 Initial Characterization and Notification of a CAI	I-A-EOC-3: Direct and Control Response Operations I-A-Field-1: Make Immediate Informal Incident Reports II-A-EOC-2: Collect Input for Hazard Analysis II-A-EOC-5: Decide On-post PAD II-A-EOC-6: Decide CENL and Off-post PAR II-A-EOC-7: Notify Off-post 24-hour Warning Points of EOCs II-A-EOC-8: Notify Government Agencies and Officials II-A-EOC-9: Report Events and Decisions to Higher Headquarters	III-O-EOC-1: Receive CENL and PAR from Installation Depot III-O-EOC-3: Decide to Activate the EOC; Alert and Mobilize EOC Staff
1.2 Alert and Mobilization of Emergency Personnel	I-A-EOC-1: Stand Up and Command the Initial Response Force I-A-EOC-2: Perform Duties as the Federal on-scene Coordinator I-A-EOC-3: Direct and Control Response Operations I-A-Field-3: Establish and Provide Direction and Control at the Accident Scene I-A-Field-4: Conduct Fire-fighting Operation at the Accident Scene I-A-Field-6: Stage Response Teams II-A-EOC-1: Activate, Expand, and Operate the EOC IV-A-EOC-4: Provide Transportation to Evacuate the Post Population	III-O-EOC-3: Decide to Activate the EOC; Alert and Mobilize EOC Staff III-O-EOC-4: Activate and Operate the EOC

Obj/PEG Crosswalk, p. 1 of 15

Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
1.3 Facility Activation	I-A-EOC-1: Stand Up and Command the Initial Response Force I-A-Field-3: Establish and Provide Direction and Control at the Accident Scene II-A-EOC-1: Activate, Expand, and Operate the EOC	III-O-EOC-1: Receive CENL and PAR from Installation Depot III-O-EOC-3: Decide to Activate the EOC; Alert and Mobilize EOC Staff III-O-EOC-4: Activate and Operate the EOC VII-O-EOC-1: Conduct EOC Media Operations VII-O-EOC-2: Direct and Control Public Information Activities VII-O-JIC-1: Activate the JIC
Objective 2: Hazard Assessment		
2.1 Classification of Chemical Event Notification Levels	II-A-EOC-4: Recommend CENLs, PARs, and PADs II-A-EOC-5: Decide On-post PAD II-A-EOC-6: Decide CENL and Off-post PAR	III-O-EOC-1: Receive CENL and PAR from Installation Depot III-O-EOC-3: Decide to Activate the EOC; Alert and Mobilize EOC Staff
2.2 Agent Detection, Monitoring, and Sampling	II-A-Field-1: Set Up Monitoring and Sampling Equipment II-A-EOC-10: Coordinate Monitoring and Sampling Operations II-A-Field-2: Conduct Monitoring and Sampling Operations II-A-Field-3: Report Results of Monitoring and Sampling Operations	II-O-EOC-2: Conduct Response Phase Monitoring and Sampling
2.3 Continuous Chemical Event Hazard Assessment	I-A-EOC-3: Direct and Control Response Operations II-A-EOC-2: Collect Input for Hazard Analysis II-A-EOC-3: Make Hazard Assessment and Predictions II-A-EOC-4: Recommend CENLs, PARs, and PADs II-A-EOC-10: Coordinate Monitoring and Sampling Operations II-A-Field-2: Conduct Monitoring and Sampling Operations II-A-Field-3: Report Results of Monitoring and Sampling Operations II-A-EOC-12: Make On-post Reentry Decisions	II-O-EOC-1: Support Protective Action Decision Making II-O-EOC-2: Conduct Response Phase Monitoring and Sampling

Obj/PEG Crosswalk, p. 2 of 15

Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
Objective 3: Protective Action Recommendations and Decision Making		
3.1 Recommendation of Appropriate Protective Actions	II-A-EOC-4: Recommend CENLs, PARs, and PADs II-A-EOC-7: Notify Off-post, 24-hour Warning Points of EOCs	II-O-EOC-1: Support Protective Action Decision Making III-O-EOC-2: Make Off-post Protective Action Decisions
3.2 Protective Action Decision Making	II-A-EOC-4: Recommend CENLs, PARs, and PADs II-A-EOC-5: Decide On-post PAD II-A-EOC-6: Decide CENL and Off-post PAR II-A-EOC-12: Make On-post Reentry Decisions	III-O-EOC-2: Make Off-post Protective Action Decisions IV-O-EOC-2: Direct and Control Protective Actions for Schools and Day Care IV-O-Field-2: Implement Protective Actions for Schools and Day Care IV-O-EOC-3: Direct and Control Protection for Special Populations IV-O-Field-3: Implement Protection of Special Populations II-O-EOC-1: Support Protective Action Decision Making II-O-EOC-2: Conduct Response Phase Monitoring and Sampling III-O-EOC-3: Alert and Mobilize EOC Staff
Objective 4: Command and Control		
4.1 Command and Control	I-A-EOC-2: Perform Duties as the Federal On-scene Coordinator I-A-EOC-2: Perform Duties as the Federal On-scene Coordinator I-A-EOC-3: Direct and Control Response Operations I-A-EOC-4: Request and Coordinate Additional Response Support I-A-EOC-5: Direct and Coordinate the Preservation of Evidence I-A-Field-2: Secure the Isolation Perimeter I-A-Field-3: Establish and Provide Direction and Control at the Accident Scene I-A-Field-4: Conduct Fire-fighting Operation at the Accident Scene I-A-Field-5: Conduct Release Control Operations I-A-Field-6: Stage Response Teams I-A-Field-9: Preserve Evidence for Investigations I-A-Field-10: Direct and Control Distribution of Supplies and Equipment	II-O-EOC-2: Coordinate Response Phase Monitoring and Sampling III-O-EOC-4: Activate and Operate the EOC III-O-EOC-5: Select or Prepare Protective Action Messages III-O-EOC-6: Activate Primary Indoor and Outdoor Warning Systems III-O-EOC-7: Activate Off-post Alternative or Supplementary Warning Methods III-O-Field-1: Conduct Route Alerting IV-O-EOC-1: Direct and Control Activation of Traffic and Access Control Points IV-O-Field-1: Activate Traffic and Access Control Points IV-O-EOC-2: Direct and Control Protective Actions for Schools and Day Care IV-O-EOC-3: Direct and Control the Protection of Special Populations

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Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
4.1 Command and Control (Cont.)	I-A-Field-11: Mitigate the Effects of the Agent Release II-A-EOC-1: Activate, Expand, and Operate the EOC II-A-EOC-9: Report Events and Decisions to Higher Headquarters II-A-EOC-11: Provide High-level Briefings II-A-EOC-12: Make On-post Reentry Decisions II-A-EOC-1: Activate On-post Indoor and Outdoor Warning Systems IV-A-EOC-1: Direct and Control Protection of the On-post General Population IV-A-EOC-2: Direct and Control Protection of the On-post, at-risk Population IV-A-EOC-3: Direct and Control Protection of Special Populations IV-A-EOC-4: Provide Transportation to Evacuate the Post Population IV-A-EOC-4: Provide Transportation to Evacuate the Post Population IV-A-Field-2: Assemble, Screen, and Account for the On-post Population V-A-Field-1: Provide Immediate Emergency Aid at the CAI Site V-A-Field-2: Provide Emergency Medical Triage, Treatment, and Stabilization at the CAI Site V-A-Field-3: Decontaminate Patients at the CAI Site V-A-Field-4: Transport Patients to a Medical Treatment Facility V-A-Field-6: Treat Patients at a Medical Treatment Facility V-A-Field-7: Make Victim Status Reports V-A-EOC-1: Track the Location and Status of Patients V-A-Field-8: Collect and Decontaminate Human Remains V-A-EOC-2: Coordinate the Disposition of Human Remains V-A-EOC-3: Notify the Next of Kin	IV-O-EOC-4: Request Supplementary Assistance IV-O-EOC-5: Provide Support to the Storage Installation V-O-Field-1: Treat Patients at the Screening Site V-O-Field-2: Decontaminate Patients at the Screening Location or Medical Treatment Facility V-O-Field-3: Transport Patients to a Medical Treatment Facility V-A-EOC-1: Track the Location and Status of Patients V-O-Field-4: Prepare Medical Treatment Facility to Receive Patients V-O-Field-5: Treat Patients at a Medical Treatment Facility V-O-Field-6: Collect and Decontaminate Human Remains V-O-EOC-2: Coordinate the Disposition of Human Remains V-O-Field-7: Make Victim Status Reports VI-O-EOC-1: Direct and Control Reception Center Operations VI-O-EOC-2: Direct and control Shelter Operations VII-O-EOC-1: Conduct EOC Media Operations VII-O-EOC-2: Direct and Control JIS and/or JIC Activation VII-O-JIC-1: Activate the JIC VII-O-JIC-2: Provide Emergency Public Information to the Media

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Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
4.1 Command and Control (Cont.)	VI-A-EOC-1: Arrange for and Provide Counseling and Religious Support VI-A-EOC-2: Arrange for and Provide Veterinary Services VI-A-EOC-3: Arrange for and Provide Army Claims Services VII-A-EOC-2: Direct and Control Army Public Information Activities VII-A-EOC-3: Make Reports to Higher Headquarters PAO VII-A-EOC-4: Request and Coordinate PAO Augmentation	
4.2 Supplementary Assistance	I-A-EOC-2: Perform Duties as the Federal On-scene Coordinator I-A-EOC-3: Direct and Control Response Operations I-A-Field-3: Establish and Provide Direction and Control at the Accident Scene I-A-Field-6: Stage Response Teams I-A-Field-10: Direct and Control Distribution of Supplies and Equipment I-A-Field-11: Mitigate the Effects of the Agent Release II-A-EOC-9: Report Events and Decisions to Higher Headquarters II-A-EOC-11: Provide High-level Briefings IV-A-EOC-4: Provide Transportation to Evacuate the Post Population V-A-Field-5: Prepare Medical Treatment Facility to Receive Patients VII-A-EOC-4: Request and Coordinate PAO Augmentation VI-A-EOC-1: Arrange for and Provide Counseling and Religious Support VI-A-EOC-1: Arrange for and Provide Counseling and Religious Support VI-A-EOC-3: Arrange for and Provide Army Claims Services	IV-O-EOC-4: Request Supplementary Assistance IV-O-EOC-5: Provide Support to the Storage Installation

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Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
Objective 5: Public Notification, Instructions, and Emergency Information		
5.1 Alert and Notification of the Public	II-A-EOC-1: Activate On-post Indoor and Outdoor Warning Systems IV-A-EOC-1: Direct and Control Protection of the On-post General Population IV-A-EOC-2: Direct and Control Protection of the On-post, At-risk Population	III-O-EOC-5: Select or Prepare Protective Action Messages III-O-EOC-6: Activate Primary Indoor and Outdoor Warning Systems III-O-EOC-7: Activate Off-post Alternative or Supplementary Warning Methods III-O-EOC-8: Disseminate Protective Action Messages III-O-Field-1: Conduct Route Alerting IV-O-EOC-2: Direct and Control Protective Actions for Schools IV-O-Field-2: Implement Protective Actions for Schools and Day Care IV-O-EOC-3: Direct and Control Protection for Special Populations IV-O-Field-3: Implement Protection of Special Populations VII-O-EOC-1: Conduct EOC Media Operations
5.2 Public Instructions and Emergency Information	II-A-EOC-12: Make On-post Reentry Decisions II-A-EOC-1: Activate On-post Indoor and Outdoor Warning Systems IV-A-EOC-1: Direct and Control Protection of the On-post General Population IV-A-EOC-2: Direct and Control Protection of the On-post, At-risk Population VII-A-EOC-1: Provide Public Information through Media Releases VII-A-EOC-2: Direct and Control Army Public Information Activities	III-O-EOC-5: Select or Prepare Protective Action Messages III-O-EOC-6: Activate Primary Indoor and Outdoor Warning Systems III-O-EOC-7: Activate Off-post Alternative or Supplementary Warning Methods III-O-EOC-8: Disseminate Protective Action Messages III-O-Field-1: Conduct Route Alerting IV-O-EOC-2: Direct and Control Protective Actions for Schools IV-O-Field-2: Implement Protective Actions for Schools and Day Care IV-O-EOC-3: Direct and Control Protection for Special Populations IV-O-Field-3: Implement Protection of Special Populations VII-O-EOC-1: Conduct EOC Media Operations

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Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
Objective 6: Communication Systems, Facilities, Equipment, and Displays		
6.1 Communications Systems	I-A-EOC-1: Stand Up and Command the Initial Response Force I-A-EOC-3: Direct and Control Response Operations I-A-EOC-4: Request and Coordinate Additional Response Support I-A-EOC-5: Direct and Coordinate the Preservation of Evidence I-A-Field-1: Make Immediate Informal Incident Reports I-A-Field-2: Secure the Isolation Perimeter I-A-Field-3: Establish and Provide Direction and Control at the Accident Scene I-A-Field-4: Conduct Fire-fighting Operation at the Accident Scene I-A-Field-5: Conduct Release Control Operations I-A-Field-6: Stage Response Teams I-A-Field-9: Preserve Evidence for Investigations I-A-Field-10: Direct and Control Distribution of Supplies and Equipment I-A-Field-11: Mitigate the Effects of the Agent Release II-A-EOC-1: Activate, Expand, and Operate the EOC II-A-EOC-2: Collect Input for Hazard Analysis II-A-EOC-3: Make Hazard Assessment and Predictions II-A-EOC-7: Notify Off-post, 24-hour Warning Points of EOCs II-A-EOC-8: Notify Government Agencies and Officials II-A-EOC-9: Report Events and Decisions to Higher Headquarters II-A-Field-1: Set Up Monitoring and Sampling Equipment II-A-EOC-10: Coordinate Monitoring and Sampling Operations II-A-Field-3: Report Results of Monitoring and Sampling Operations	II-O-EOC-1: Support Protective Action Decision Making II-O-EOC-2: Conduct Response Phase Monitoring and Sampling III-O-EOC-1: Receive CENL and PAR from Installation Depot III-O-EOC-2: Make Off-post Protective Action Decisions III-O-EOC-3: Decide to Activate the EOC; Alert and Mobilize EOC Staff III-O-EOC-4: Activate and Operate the EOC III-O-EOC-5: Select or Prepare Protective Action Messages III-O-EOC-6: Activate Primary Indoor and Outdoor Warning Systems III-O-EOC-7: Activate Off-post Alternative or Supplementary Warning Methods III-O-EOC-8: Disseminate Protective Action Messages III-O-Field-1: Conduct Route Alerting IV-O-EOC-1: Direct and Control Traffic and Access Control IV-O-Field-1: Activate Traffic and Access Control Points IV-O-EOC-2: Direct and Control Protective Actions for Schools IV-O-Field-2: Implement Protective Actions for Schools and Day Care IV-O-EOC-3: Direct and Control Protection for Special Populations IV-O-Field-3: Implement Protection of Special Populations IV-O-EOC-4: Request Supplementary Assistance IV-O-EOC-5: Provide Support to the Storage Installation V-O-Field-1: Treat Patients at the Screening Site V-O-Field-2: Decontaminate Patients at the Screening Location or Medical Treatment Facility

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Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
6.1 Communications Systems (Cont.)	II-A-EOC-11: Provide High-level Briefings II-A-EOC-12: Make On-post Reentry Decisions II-A-EOC-1: Activate On-post Indoor and Outdoor Warning Systems IV-A-EOC-1: Direct and Control Protection of the On-post General Population IV-A-EOC-2: Direct and Control Protection of the On-post, At-risk Population IV-A-EOC-3: Direct and Control Protection of Special Populations IV-A-EOC-4: Provide Transportation to Evacuate the Post Population IV-A-EOC-4: Provide Transportation to Evacuate the Post Population IV-A-Field-2: Assemble, Screen, and Account for the On-post Population IV-A-Field-3: Control On-post Population Movement, Exit, and Entry V-A-Field-1: Provide Immediate Emergency Aid at the CAI Site V-A-Field-2: Provide Emergency Medical Triage, Treatment, and Stabilization at the CAI Site V-A-Field-3: Decontaminate Patients at the CAI Site V-A-Field-4: Transport Patients to a Medical Treatment Facility V-A-Field-5: Prepare Medical Treatment Facility to Receive Patients V-A-Field-6: Treat Patients at a Medical Treatment Facility V-A-Field-7: Make Victim Status Reports V-A-EOC-1: Track the Location and Status of Patients V-A-Field-8: Collect and Decontaminate Human Remains V-A-EOC-2: Coordinate the Disposition of Human Remains V-A-EOC-3: Notify the Next of Kin	V-O-Field-3: Transport Patients to a Medical Treatment Facility V-A-EOC-1: Track the Location and Status of Patients V-O-Field-4: Prepare Medical Treatment Facility to Receive Patients V-O-Field-5: Treat Patients at a Medical Treatment Facility V-O-Field-6: Collect and Decontaminate Human Remains V-O-EOC-2: Coordinate the Disposition of Human Remains V-O-Field-7: Make Victim Status Reports VI-O-Field-1: Direct and Control Reception Center Operations VI-O-Field-2: Operate Shelters VII-O-EOC-1: Conduct EOC Media Operations VII-O-EOC-2: Direct and Control Public Information Activities VII-O-JIC-2: Provide Emergency Public Information to the Media

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Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
6.1 Communications Systems (Cont.)	VI-A-EOC-1: Arrange for and Provide Counseling and Religious Support VI-A-EOC-1: Arrange for and Provide Counseling and Religious Support VI-A-EOC-3: Arrange for and Provide Army Claims Services VII-A-EOC-1: Provide Public Information through Media Releases VII-A-EOC-2: Direct and Control Army Public Information Activities VII-A-EOC-3: Make Reports to Higher Headquarters PAO VII-A-EOC-4: Request and Coordinate PAO Augmentation	
6.2 Facilities, Equipment, and Displays	I-A-EOC-5: Direct and Coordinate the Preservation of Evidence I-A-Field-3: Establish and Provide Direction and Control at the Accident Scene I-A-Field-9: Preserve Evidence for Investigations II-A-EOC-3: Make Hazard Assessment and Predictions II-A-EOC-11: Provide High-level Briefings VII-A-EOC-2: Direct and Control Army Public Information Activities VII-A-EOC-5: Coordinate Joint and Command Level Media Briefings	II-O-EOC-1: Support Protective Action Decision Making III-O-EOC-1: Receive CENL and PAR from Installation Depot III-O-EOC-4: Activate and Operate the EOC VII-O-JIC-1: Activate the JIC
Objective 7: Protective Action Implementation for Special Populations and Facilities		
7.1 Protective Action Implementation for Special Populations	IV-A-EOC-3: Direct and Control Protection of Special Populations IV-A-EOC-4: Provide Transportation to Evacuate the Post Population	IV-O-EOC-3: Direct and Control Protection for Special Populations IV-O-Field-3: Implement Protection of Special Populations
7.2 Protective Action Implementation for Schools	IV-A-EOC-3: Direct and Control Protection of Special Populations	IV-O-EOC-2: Direct and Control Protective Actions for Schools IV-O-Field-2: Implement Protective Actions for Schools and Day Care

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Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
Objective 8: Traffic and Access Control		
8.1 Traffic and Access Control	IV-A-EOC-1: Direct and Control Protection of the On-post General Population IV-A-EOC-2: Direct and Control Protection of the On-post, At-risk Population IV-A-EOC-3: Direct and Control Protection of Special Populations IV-A-Field-3: Control On-post Population Movement, Exit, and Entry	IV-O-EOC-1: Direct and Control Traffic and Access Control IV-O-Field-1: Activate Traffic and Access Control Points IV-O-EOC-2: Direct and Control Protective Actions for Schools and Day Care IV-O-Field-2: Implement Protective Actions for Schools and Day Care IV-O-EOC-3: Direct and Control Protection for Special Populations IV-O-Field-3: Implement Protection of Special Populations IV-O-EOC-4: Provide Support to the Storage Installation
Objective 9: Public Affairs		
9.1 Emergency Public Information — Media	II-A-EOC-8: Notify Government Agencies and Officials II-A-EOC-11: Provide High-level Briefings VII-A-EOC-1: Provide Public Information through Media Releases VII-A-EOC-2: Direct and Control Army Public Information Activities VII-A-EOC-3: Make Reports to Higher Headquarters PAO VII-A-EOC-5: Coordinate Joint and Command Level Media Briefings	IV-O-EOC-4: Provide Support to the Storage Installation VII-O-EOC-1: Conduct EOC Media Operations VII-O-EOC-2: Direct and Control Public Information Activities VII-O-JIC-1: Activate the JIC VII-O-JIC-2: Provide Emergency Public Information to the Media
9.2 Public Inquiries		VII-O-EOC-1: Conduct EOC Media Operations VII-O-EOC-2: Direct and Control Public Information Activities VII-O-JIC-1: Activate the JIC
Objective 10: Medical Services — First Response		
10.1 Administration of Self Aid, Buddy Aid, and Initial Treatment in a Potentially Contaminated Environment	V-A-Field-1: Provide Immediate Emergency Aid at the CAI Site V-A-Field-2: Provide Emergency Medical Triage, Treatment, and Stabilization at the CAI Site V-A-Field-3: Decontaminate Patients at the CAI Site V-A-Field-4: Transport Patients to a Medical Treatment Facility	N/A

Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
Objective 11: Medical Services — Transportation		
11.1 Transportation of Injured, Potentially Contaminated Individuals to Medical Treatment Facilities	V-A-Field-4: Transport Patients to a Medical Treatment Facility	IV-O-EOC-4: Provide Support to the Storage Installation V-O-Field-3: Transport Patients to a Medical Treatment Facility
Objective 12: Medical Services — Medical Facilities		
12.1 Adequacy of Medical Facility and Health-Care Personnel in Handling Potentially Contaminated Individuals	V-A-Field-5: Prepare Medical Treatment Facility to Receive Patients V-A-Field-6: Treat Patients at a Medical Treatment Facility	V-O-Field-1: Treat Patients at the Screening Site V-O-Field-2: Decontaminate Patients at the Screening Location or Medical Treatment Facility V-O-Field-4: Prepare Medical Treatment Facility to Receive Patients V-O-Field-5: Treat Patients at a Medical Treatment Facility
12.2 Casualty Tracking System	V-A-Field-2: Provide Emergency Medical Triage, Treatment, and Stabilization at the CAI Site V-A-Field-3: Decontaminate Patients at the CAI Site V-A-Field-4: Transport Patients to a Medical Treatment Facility V-A-Field-5: Prepare Medical Treatment Facility to Receive Patients V-A-Field-6: Treat Patients at a Medical Treatment Facility V-A-Field-7: Make Victim Status Reports V-A-EOC-1: Track the Location and Status of Patients V-A-Field-8: Collect and Decontaminate Human Remains V-A-EOC-2: Coordinate the Disposition of Human Remains V-A-EOC-3: Notify the Next of Kin	V-O-Field-1: Treat Patients at the Screening Site V-O-Field-2: Decontaminate Patients at the Screening Location or Medical Treatment Facility V-O-Field-3: Transport Patients to a Medical Treatment Facility V-A-EOC-1: Track the Location and Status of Patients V-O-Field-4: Prepare Medical Treatment Facility to Receive Patients V-O-Field-5: Treat Patients at a Medical Treatment Facility V-O-Field-6: Collect and Decontaminate Human Remains V-O-EOC-2: Coordinate the Disposition of Human Remains V-O-Field-7: Make Victim Status Reports
12.3 Handling Contaminated Human Remains	V-A-Field-8: Collect and Decontaminate Human Remains V-A-EOC-2: Coordinate the Disposition of Human Remains	V-O-Field-6: Collect and Decontaminate Human Remains V-O-EOC-2: Coordinate the Disposition of Human Remains

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Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
Objective 13: Field Response		
13.1 Emergency Worker Exposure Control	I-A-Field-3: Establish and Provide Direction and Control at the Accident Scene IV-A-Field-2: Account for Personnel at and around the Accident Site V-A-Field-1: Provide Immediate Emergency Aid at the CAI Site V-A-Field-2: Provide Emergency Medical Triage, Treatment, and Stabilization at the CAI Site V-A-Field-3: Decontaminate Patients at the CAI Site V-A-Field-4: Transport Patients to a Medical Treatment Facility V-A-Field-5: Prepare Medical Treatment Facility to Receive Patients V-A-Field-6: Treat Patients at a Medical Treatment Facility	V-O-Field-1: Treat Patients at the Screening Site V-O-Field-2: Decontaminate Patients at the Screening Location or Medical Treatment Facility V-O-Field-3: Transport Patients to a Medical Treatment Facility V-O-Field-4: Prepare Medical Treatment Facility to Receive Patients V-O-Field-5: Treat Patients at a Medical Treatment Facility
13.2 Emergency Worker Decontamination	I-A-Field-3: Establish and Provide Direction and Control at the Accident Scene I-A-Field-4: Conduct Fire-fighting Operation at the Accident Scene I-A-Field-5: Conduct Release Control Operations IV-A-Field-7: Set Up and Operate the Personnel Decontamination Station I-A-Field-8: Set Up and Operate the Equipment Decontamination Station I-A-Field-11: Mitigate the Effects of the Agent Release	N/A

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Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
13.3 Security and Accountability	I-A-EOC-3: Direct and Control Response Operations I-A-Field-2: Secure the Isolation Perimeter I-A-Field-3: Establish and Provide Direction and Control at the Accident Scene I-A-Field-4: Conduct Fire-fighting Operation at the Accident Scene I-A-Field-5: Conduct Release Control Operations I-A-Field-8: Set Up and Operate the Equipment Decontamination Station I-A-Field-11: Mitigate the Effects of the Agent Release IV-A-EOC-4: Provide Transportation to Evacuate the Post Population IV-A-Field-2: Account for Personnel at and around the Accident Site IV-A-Field-7: Set Up and Operate the Personnel Decontamination Station	N/A
13.4 Resupply of Chemical-unique Materials	I-A-EOC-4: Request and Coordinate Additional Response Support I-A-Field-5: Conduct Release Control Operations I-A-Field-6: Stage Response Teams I-A-Field-8: Set Up and Operate the Equipment Decontamination Station I-A-Field-10: Direct and Control Distribution of Supplies and Equipment I-A-Field-11: Mitigate the Effects of the Agent Release IV-A-Field-7: Set Up and Operate the Personnel Decontamination Station	N/A
Objective 14: Screening, Decontamination, Registration, and Congregate Care of Evacuees		
14.1 Screening Evacuees for Agent Contamination	IV-A-Field-2: Assemble, Screen, and Account for the On-post Population	IV-O-Field-4: Screen Evacuees for Agent Contamination V-O-Field-1: Treat Patients at the Screening Site VI-O-Field-1: Operate Reception Centers
14.2 Decontamination of Evacuees	N/A	IV-O-Field-5: Decontaminate Potentially Contaminated Evacuees

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Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
14.3 Evacuee Registration	N/A	IV-O-EOC-2: Direct and Control Protective Actions for Schools and Day Care IV-O-Field-2: Implement Protective Actions for Schools and Day Care IV-O-EOC-3: Direct and Control Protection for Special Populations IV-O-Field-3: Implement Protection of Special Populations V-O-Field-2: Decontaminate Patients at the Screening Location or Medical Treatment Facility VI-O-EOC-1: Direct and Control Reception Center Operations VI-O-Field-1: Operate Reception Centers VI-O-EOC-2: Direct and Control Activation of Shelters
14.4 Congregate Care	N/A	IV-O-EOC-2: Direct and Control Protective Actions for Schools and Day Care IV-O-Field-2: Implement Protective Actions for Schools and Day Care IV-O-EOC-3: Direct and Control Protection for Special Populations IV-O-Field-3: Implement Protection of Special Populations VI-O-EOC-2: Direct and Control Activation of Shelters VI-O-Field-2: Operate Shelters

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Exercise Objectives and Evaluation Elements	Performance Evaluation Guides	
	On-post	Off-post
Objective 15: 24-hour Operations		
15.1 Ability to Maintain 24-hour Operations	I-A-EOC-1: Stand Up and Command the Initial Response Force I-A-EOC-2: Perform Duties as the Federal On-scene Coordinator I-A-EOC-4: Request and Coordinate Additional Response Support I-A-Field-3: Establish and Provide Direction and Control at the Accident Scene I-A-Field-5: Conduct Release Control Operations I-A-Field-6: Stage Response Teams I-A-Field-10: Direct and Control Distribution of Supplies and Equipment I-A-Field-11: Mitigate the Effects of the Agent Release II-A-EOC-1: Activate, Expand, and Operate the EOC VI-A-EOC-1: Arrange for and Provide Counseling and Religious Support VII-A-EOC-2: Direct and Control Army Public Information Activities VII-A-EOC-4: Request and Coordinate PAO Augmentation	III-O-EOC-4: Activate and Operate the EOC IV-O-EOC-1: Direct and Control Traffic and Access Control IV-O-Field-1: Activate Traffic and Access Control Points IV-O-Field-4: Screen Evacuees for Agent Contamination IV-O-EOC-4: Request Supplementary Assistance IV-O-Field-5: Decontaminate Potentially Contaminated Evacuees VI-O-Field-1: Operate Reception Centers VI-O-EOC-1: Direct and Control Reception Center Operations VI-O-Field-2: Operate Shelters VII-O-EOC-2: Direct and Control Public Information Activities

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Crosswalk 2: Performance Evaluation Guides (PEGS) to Exercise Objective Elements

Response Streams

- | | |
|--|--|
| I. Hazard Mitigation
II. Hazard Analysis
III. Population Warning
IV. Protective Action Implementation | V. Victim Care
VI. Evacuee Support
VII. Public Information |
|--|--|

PEG ID	PEG Task Title	Exercise Objective Elements
Off-post Tasks		
I. Hazard Mitigation Stream		
	None	None
II. Hazard Analysis Stream		
II-O-EOC-1	Support Protective Action Decision Making	2.3 Continuous Chemical Event Hazard Assessment 3.1 Recommendation of Appropriate Protective Action 3.2 Protective Action Decision Making 6.1 Communications Systems 6.2 Facilities, Equipment, and Displays.
II-O-EOC-2	Coordinate Response Phase Monitoring and Sampling	2.2 Agent Detection, Monitoring, and Sampling 2.3 Continuous Chemical Event Hazard Assessment 4.1 Command and Control 6.1 Communications Systems
III. Population Warning Stream		
III-O-EOC-1	Receive CENL and PAR from Installation/Depot EOC	1.1 Initial Characterization and Notification of a CAI 1.3 Facility Activation 2.1 Classification of Chemical Event Notification Levels 6.1 Communications Systems 6.2 Facilities, Equipment, and Displays
III-O-EOC-2	Make Protective Action Decisions	3.1 Recommendation of Appropriate Protective Action 3.2 Protective Action Decision Making 6.1 Communications Systems
III-O-EOC-3	Alert and Mobilize EOC Staff	1.1 Initial Characterization and Notification of a CAI 1.2 Alert and Mobilization of Emergency Personnel 1.3 Facility Activation 2.1 Classification of Chemical Event Notification Levels 6.1 Communications Systems

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PEG ID	PEG Task Title	Exercise Objective Elements
III-O-EOC-4	Activate and Operate the EOC	1.2 Alert and Mobilization of Emergency Personnel 1.3 Facility Activation 4.1 Command and Control 6.1 Communications Systems 6.2 Facilities, Equipment, and Displays 15.1 Ability to Maintain 24-hour Operations
III-O-EOC-5	Select or Prepare Protective Action Messages	4.1 Command and Control 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems
III-O-EOC-6	Activate Primary Indoor and Outdoor Warning Systems	4.1 Command and Control 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems
III-O-EOC-7	Activate Alternative or Supplementary Warning Methods	4.1 Command and Control 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems
III-O-EOC-8	Disseminate Protective Action Messages	5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems
III-O-Field-1	Conduct Route Alerting	4.1 Command and Control 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems
IV. Protective Action Implementation Stream		
IV-O-EOC-1	Direct and Control Traffic and Access Control	4.1 Command and Control 6.1 Communications Systems 8.1 Traffic and Access Control 15.1 Ability to Maintain 24-hour Operations
IV-O-Field-1	Activate Traffic and Access Control Points	4.1 Command and Control 6.1 Communications Systems 8.1 Traffic and Access Control 15.1 Ability to Maintain 24-hour Operations
IV-O-EOC-2	Direct and Control Protective Action for Schools and Day Care	3.2 Protective Action Decision Making 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems 7.2 Protective Action Implementation for Schools 8.1 Traffic and Access Control 14.3 Evacuee Registration 14.4 Congregate Care

PEG ID	PEG Task Title	Exercise Objective Elements
IV-O-Field-2	Implement Protective Actions for Schools and Day Care	3.2 Protective Action Decision Making 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems 7.1 Protective Action Implementation for Schools 8.1 Traffic and Access Control 14.3 Evacuee Registration 14.4 Congregate Care
IV-O-EOC-3	Direct and Control the Protection of Special Populations	3.2 Protective Action Decision Making 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems 7.1 Protective Action Implementation for Special Populations and Facilities 8.1 Traffic and Access Control 14.3 Evacuee Registration 14.4 Congregate Care
IV-O-Field-3	Implement Protection of Special Populations	3.2 Protective Action Decision Making 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems 7.1 Protective Action Implementation for Special Populations and Facilities 8.1 Traffic and Access Control 14.3 Evacuee Registration 14.4 Congregate Care
IV-O-EOC-4	Request Supplementary Assistance	4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems 15.1 Ability to Maintain 24-hour Operations
IV-O-EOC-5	Provide Support to the Storage Installation	4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems 8.1 Traffic and Access Control 9.1 Emergency Public Information — Media 11.1 Medical Services — Transportation
IV-O-Field-4	Screen Evacuees for Agent Exposure	14.1 Screening Evacuees for Agent Contamination 15.1 Ability to Maintain 24-hour Operations
IV-O-Field-5	Decontaminate Potentially Exposed Evacuees	14.2 Decontamination of Evacuees 15.1 Ability to Maintain 24-hour Operations
V. Victim Care Stream		
V-O-EOC-1	Track the Location and Status of Patients	4.1 Command and Control 6.1 Communications Systems 12.2 Casualty Tracking System

PEG ID	PEG Task Title	Exercise Objective Elements
V-O-EOC-2	Coordinate the Disposition of Human Remains	4.1 Command and Control 6.1 Communications Systems 12.2 Casualty Tracking System 12.3 Handling Contaminated Human Remains
V-O-Field-1	Treat Patients at the Screening Site	4.1 Command and Control 6.1 Communications Systems 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals 12.2 Casualty Tracking System 13.1 Emergency Worker Exposure Control 14.1 Screening Evacuees for Agent Contamination
V-O-Field-2	Decontaminate Patients at the Screening Location or Medical Treatment Facility	4.1 Command and Control 6.1 Communications Systems 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals 12.2 Casualty Tracking System 13.1 Emergency Worker Exposure Control 14.3 Decontamination of Evacuees
V-O-Field-3	Transport Patients to a Medical Treatment Facility	4.1 Command and Control 6.1 Communications Systems 11.1 Transportation of Injured, Potentially Contaminated Individuals to Medical Treatment Facilities 12.2 Casualty Tracking System 13.1 Emergency Worker Exposure Control
V-O-Field-4	Prepare Medical Treatment Facility to Receive Patients	4.1 Command and Control 6.1 Communications Systems 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals 12.2 Casualty Tracking System 13.1 Emergency Worker Exposure Control
V-O-Field-5	Treat Patients at a Medical Treatment Facility	4.1 Command and Control 6.1 Communications Systems 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals 12.2 Casualty Tracking System 13.1 Emergency Worker Exposure Control
V-O-Field-6	Collect and Decontaminate Human Remains	4.1 Command and Control 6.1 Communications Systems 12.2 Casualty Tracking System 12.3 Handling Contaminated Human Remains

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PEG ID	PEG Task Title	Exercise Objective Elements
VI. Evacuee Support Stream		
VI-O-EOC-1	Direct and Control Reception Center Operations	4.1 Command and Control 14.3 Evacuee Registration
VI-O-Field-1	Operate Reception Centers	14.1 Screening Evacuees for Agent Contamination 14.3 Evacuee Registration 15.1 Ability to Maintain 24-hour Operations
VI-O-EOC-2	Direct and Control Shelter Operations	14.3 Evacuee Registration 14.4 Congregate Care
VI-O-Field-3	Operate Shelters	6.1 Communications Systems 14.4 Congregate Care 15.1 Ability to Maintain 24-hour Operations
VII. Public Information Stream		
VII-O-EOC-1	Conduct EOC Media Operations	1.3 Facility Activation 4.1 Command and Control 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems 9.1 Emergency Public Information — Media 9.2 Public Inquiries
VII-O-EOC-2	Direct and Control Public Information Activities	1.3 Facility Activation 4.1 Command and Control 6.1 Communications Systems 9.1 Emergency Public Information — Media 9.2 Public Inquiries 15.1 Ability to Maintain 24-hour Operations
VII-O-JIC-1	Activate the JIC	1.3 Facility Activation 4.1 Command and Control 6.1 Communications Systems 6.2 Facilities, Equipment, and Displays 9.1 Emergency Public Information — Media 9.2 Public Inquiries
VII-O-JIC-2	Provide Emergency Public Information to the Media	4.1 Command and Control 6.1 Communications Systems 9.1 Emergency Public Information — Media 9.2 Public Inquiries
On-post Tasks		
I. Hazard Mitigation Stream		
I-A-EOC-1	Stand Up and Command the Initial Response Force	1.2 Alert and Mobilization of Emergency Personnel 1.3 Facility Activation 4.1 Command and Control 6.1 Communications Systems 15.1 Ability to Maintain 24-hour Operations

PEG ID	PEG Task Title	Exercise Objective Elements
I-A-EOC-2	Perform Duties as the Federal On-scene Coordinator	1.2 Alert and Mobilization of Emergency Personnel 4.1 Command and Control 4.2 Supplementary Assistance 15.1 Ability to Maintain 24-hour Operations
I-A-EOC-3	Direct and Control Response Operations	1.1 Initial Characterization and Notification of a CAI 1.2 Alert and Mobilization of Emergency Personnel 2.3 Continuing Chemical Event Hazard Assessment 4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems 13.3 Security and Accountability
I-A-EOC-4	Request and Coordinate Additional Response Support	4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems 13.4 Resupply of Chemical-unique Materials 15.1 Ability to Maintain 24-hour Operations
I-A-EOC-5	Direct and Coordinate Accident Scene Preservation	4.1 Command and Control 6.1 Communications Systems 6.2 Facilities, Equipment, and Displays
I-A-Field 1	Make Immediate Informal Accident Reports	1.1 Initial Characterization and Notification of a CAI 6.1 Communications Systems
I-A-Field-2	Secure the Accident Scene	4.1 Command and Control 6.1 Communications Systems 13.3 Security and Accountability
I-A-Field-3	Establish and Provide Direction and Control at the Accident Scene	1.2 Alert and Mobilization of Emergency Personnel 1.3 Facility Activation 4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems 6.2 Facilities, Equipment, and Displays 13.1 Emergency Worker Exposure Control 13.2 Emergency Worker Decontamination 13.3 Security and Accountability 15.1 Ability to Maintain 24-hour Operations
I-A-Field-4	Conduct Fire-fighting Operations at the Accident Site	1.2 Alert and Mobilization of Emergency Personnel 4.1 Command and Control 6.1 Communications Systems 13.1 Emergency Worker Exposure Control 13.2 Emergency Worker Decontamination 13.3 Security and Accountability

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PEG ID	PEG Task Title	Exercise Objective Elements
I-A-Field-5	Conduct Release Control Operations	4.1 Command and Control 6.1 Communications Systems 13.1 Emergency Worker Exposure Control 13.2 Emergency Worker Decontamination 13.3 Security and Accountability 13.4 Resupply of Chemical-unique Materials 15.1 Ability to Maintain 24-hour Operations
I-A-Field-6	Stage Response Teams	1.2 Alert and Mobilization of Emergency Personnel 4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems 13.1 Emergency Worker Exposure Control 13.4 Resupply of Chemical-unique Materials 15.1 Ability to Maintain 24-hour Operations
I-A-Field-7	Set Up and Operate the Personnel Decontamination Station	13.1 Emergency Worker Exposure Control 13.2 Emergency Worker Decontamination 13.3 Security and Accountability 13.4 Resupply of Chemical-unique Materials
I-A-Field-8	Set Up and Operate the Equipment Decontamination Station	13.1 Emergency Worker Exposure Control 13.2 Emergency Worker Decontamination 13.3 Security and Accountability 13.4 Resupply of Chemical-unique Materials
I-A-Field-9	Preserve the Accident Scene	4.1 Command and Control 6.1 Communications Systems 6.2 Facilities, Equipment, and Displays
I-A-Field-10	Direct and Control Distribution of Supplies and Equipment	4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems 13.4 Resupply of Chemical-unique Materials 15.1 Ability to Maintain 24-hour Operations
I-A-Field-11	Mitigate the Effects of the Agent Release	4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems 13.1 Emergency Worker Exposure Control 13.2 Emergency Worker Decontamination 13.3 Security and Accountability 13.4 Resupply of Chemical-unique Materials 15.1 Ability to Maintain 24-hour Operations
II. Hazard Analysis Stream Army Hazard Analysis		
II-A-EOC-1	Activate, Expand, and Operate the EOC	1.2 Alert and Mobilization of Emergency Personnel 1.3 Facility Activation 4.1 Command and Control 6.1 Communications Systems 15.1 Ability to Maintain 24-hour Operations

PEG ID	PEG Task Title	Exercise Objective Elements
II-A-EOC-2	Collect Input for Hazard Analysis	1.1 Initial Characterization and Notification of a CAI 2.3 Continuing Chemical Event Hazard Assessment 6.1 Communications Systems
II-A-EOC-3	Make Hazard Assessments and Predictions	2.3 Continuing Chemical Event Hazard Assessment 6.1 Communications Systems 6.2 Facilities, Equipment, and Displays
II-A-EOC-4	Recommend CENL, PARs, and PADs	2.1 Classification of Chemical Event Notification Levels 2.3 Continuing Chemical Event Hazard Assessment 3.1 Recommendation of Appropriate Protective Action 3.2 Protective Action Decision Making
II-A-EOC-5	Decide On-post PAD	1.1 Initial Characterization and Notification of a CAI 2.1 Classification of Chemical Event Notification Levels 3.2 Protective Action Decision Making
II-A-EOC-6	Decide CENL and Off-post PAR	1.1 Initial Characterization and Notification of a CAI 2.1 Classification of Chemical Event Notification Levels 3.2 Protective Action Decision Making
II-A-EOC-7	Notify Off-post, 24-hour Warning Points or EOCs	1.1 Initial Characterization and Notification of a CAI 3.1 Recommendation of Appropriate Protective Actions 6.1 Communication Systems
II-A-EOC-8	Notify Government Agencies and Officials	1.1 Initial Characterization and Notification of a CAI 6.1 Communications Systems 9.1 Emergency Public Information — Media
II-A-EOC-9	Report Events and Decisions to Higher Headquarters	1.1 Initial Characterization and Notification of a CAI 4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communication Systems
II-A-Field-1	Set Up Monitoring and Sampling Equipment	2.2 Agent Detection, Monitoring, and Sampling 6.1 Communications Systems
II-A-EOC-10	Coordinate Monitoring and Sampling Operations	2.2 Agent Detection, Monitoring, and Sampling 2.3 Continuing Chemical Event Hazard Assessment 6.1 Communications Systems
II-A-Field-2	Conduct Monitoring and Sampling Operations	2.2 Agent Detection, Monitoring, and Sampling 2.3 Continuing Chemical Event Hazard Assessment
II-A-Field-3	Report Results of Monitoring and Sampling Operations	2.2 Agent Detection, Monitoring, and Sampling 2.3 Continuing Chemical Event Hazard Assessment 6.1 Communications Systems
II-A-EOC-11	Provide High-level Briefings	4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems 6.2 Facilities, Equipment, and Displays 9.1 Emergency Public Information — Media

PEG ID	PEG Task Title	Exercise Objective Elements
II-A-EOC-12	Make On-post Reentry Decisions	2.3 Continuing Chemical Event Hazard Assessment 3.2 Protective Action Decision Making 4.1 Command and Control 5.2 Public Instructions and Emergency Information 6.1 Communications Systems
III. Population Warning Stream		
III-A-EOC-1	Activate On-post Indoor and Outdoor Warning Systems	4.1 Command and Control 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems
IV. Protective Action Implementation Stream		
IV-A-EOC-1	Direct and Control Protection of the On-post General Population	4.1 Command and Control 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems 8.1 Traffic and Access Control
IV-A-EOC-2	Direct and Control Protection of the On-post, At-risk Population	4.1 Command and Control 5.1 Alert and Notification of the Public 5.2 Public Instructions and Emergency Information 6.1 Communications Systems 8.1 Traffic and Access Control
IV-A-EOC-3	Direct and Control Protection of Special Populations	4.1 Command and Control 6.1 Communications Systems 7.1 Protective Action Implementation for Special Populations 7.2 Protective Action Implementation for Schools 8.1 Traffic and Access Control
IV-A-EOC-4	Provide Transportation to Evacuate the Post Population	1.2 Alert and Mobilization of Emergency Personnel 4.1 Command and Control 4.2 Supplementary Assistance 6.1 Command and Control 7.1 Protective Action Implementation for Special Populations
IV-A-Field-1	Account for Personnel at and around the Accident Site	13.1 Emergency Worker Exposure Control
IV-A-Field-2	Assemble, Screen, and Account for the On-post Population	4.1 Command and Control 6.1 Communications Systems 14.1 Screening Evacuees for Agent Contamination
IV-A-Field-3	Control On-post Population Movement, Exit, and Entry	6.1 Communications Systems 8.1 Traffic and Access Control

PEG ID	PEG Task Title	Exercise Objective Elements
V. Victim Care Stream		
V-A-Field-1	Provide Immediate Emergency Aid at the CAI Site	4.1 Command and Control 6.1 Communications Systems 10.1 Administration of Self Aid, Buddy Aid, and Initial Treatment in a Potentially Contaminated Environment 13.1 Emergency Worker Exposure Control
V-A-Field-2	Provide Emergency Medical Triage, Treatment, and Stabilization at the CAI Site	4.1 Command and Control 6.1 Communications Systems 10.1 Administration of Self Aid, Buddy Aid, and Initial Treatment in a Potentially Contaminated Environment 12.2 Casualty Tracking System 13.1 Emergency Worker Exposure Control
V-A-Field-3	Decontaminate Patients at the CAI Site	4.1 Command and Control 6.1 Communications Systems 10.1 Administration of Self Aid, Buddy Aid, and Initial Treatment in a Potentially Contaminated Environment 12.2 Casualty Tracking System 13.1 Emergency Worker
V-A-Field-4	Transport Patients to a Medical Treatment Facility	4.1 Command and Control 6.1 Communications Systems 10.1 Administration of Self Aid, Buddy Aid, and Initial Treatment in a Potentially Contaminated Environment 11.1 Transportation of Injured, Potentially Contaminated Individuals to Medical Treatment Facilities 12.2 Casualty Tracking System 13.1 Emergency Worker Exposure Control
V-A-Field-5	Prepare Medical Treatment Facility to Receive Patients	4.1 Command and Control 6.1 Communications Systems 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals 12.2 Casualty Tracking System 13.1 Emergency Worker Exposure Control
V-A-Field-6	Treat Patients at a Medical Treatment Facility	4.1 Command and Control 6.1 Communications Systems 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals 12.2 Casualty Tracking System 13.1 Emergency Worker Exposure Control
V-A-Field-7	Make Victim Status Reports	4.1 Command and Control 6.1 Communications Systems 12.2 Casualty Tracking System
V-A-EOC-1	Track the Location and Status of Patients	4.1 Command and Control 6.1 Communications Systems 12.2 Casualty Tracking System

PEG ID	PEG Task Title	Exercise Objective Elements
V-A-Field-8	Collect and Decontaminate Human Remains	4.1 Command and Control 6.1 Communications Systems 12.2 Casualty Tracking System 12.3 Handling Contaminated Human Remains
V-A-EOC-2	Coordinate the Disposition of Human Remains	4.1 Command and Control 6.1 Communications Systems 12.2 Casualty Tracking System 12.3 Handling Contaminated Human Remains
V-A-EOC-3	Notify the Next-of-Kin	4.1 Command and Control 6.1 Communications Systems 12.2 Casualty Tracking System
VI. Evacuee Support Stream		
VI-A-EOC-1	Arrange for and Provide Counseling and Religious Support	4.1 Command and Control, 4.2 Supplementary Assistance 6.1 Communications Systems 14.4 Congregate Care 15.1 Ability to Maintain 24-hour Operations
VI-A-EOC-2	Arrange for and Provide Veterinary Services	4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems
VI-A-EOC-3	Arrange for and Provide Army Claims Services	4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems
VII. Public Information Stream		
VII-A-EOC-1	Provide Emergency Public Information Through Media Releases	5.2 Public Instructions and Emergency Information 6.1 Communication Systems 9.1 Emergency Public Information — Media
VII-A-EOC-2	Direct and Control Army Public Information Activities	4.1 Command and Control 5.2 Public Instructions and Emergency Information 6.1 Communications Systems 6.2 Facilities, Equipment, and Displays 9.1 Emergency Public Information — Media 15.1 Ability to Maintain 24-hour Operations
VII-A-EOC-3	Make Reports to Higher Headquarters PAO	4.1 Command and Control 6.1 Communications Systems 9.1 Emergency Public Information — Media
VII-A-EOC-4	Request and Coordinate PAO Augmentation	4.1 Command and Control 4.2 Supplementary Assistance 6.1 Communications Systems 15.1 Ability to Maintain 24-hour Operations
VII-A-EOC-5	Coordinate Joint and Command Level Media Briefings	6.2 Facilities, Equipment, and Displays 9.1 Emergency Public Information — Media

PEG ID	PEG Task Title	Exercise Objective Elements
VII-A-JIC-1	Activate the JIC	1.3 Facility Activation 4.1 Command and Control 6.1 Communications Systems 6.2 Facilities, Equipment, and Displays 9.1 Emergency Public Information — Media 9.2 Public Inquiries
VII-A-JIC-2	Provide Emergency Public Information to the Media	4.1 Command and Control 6.1 Communications Systems 9.1 Emergency Public Information — Media 9.2 Public Inquiries

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INTEGRATED PERFORMANCE EVALUATION

Integrated Performance Evaluation

Performance Evaluation Guides Off-post and On-post

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Performance Evaluation Guides

Off-post

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Task: Support Protective Action Decision Making **ID:** II-O-EOC-1
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Storage installation hazard analysis information; PAR from the storage installation; data collected for making hazard assessments and predictions.

Conditions: Time available; available computer modeling and other analysis equipment; meteorological conditions; predetermined PAR/PAD agreements; conditions at variance with planning assumptions; available communications systems; and knowledge of plans and procedures.

Steps:

1. Review initial hazard analysis information and PAR received from the storage installation.
2. Consider significant factors that would cause the jurisdiction to take protective actions other than those recommended by the storage installation.
3. Recommend to the senior elected official (or designated representative) protective actions for the general and special populations-at-risk. If criteria are matched, make the PAD by using the predetermined PAR/PAD agreement, according to local plans and procedures. If factors do not match, have the senior elected official or designated representative make the PAD.
4. Announce the PAD to the EOC for implementation.
5. If shelter-in-place was selected as a PAD, consult with installation hazard analysts to determine the appropriate time for the population to vacate shelters.
6. Using updated hazard analysis information and PARs received from the storage installation and following the steps above, make subsequent protective action recommendations to the senior elected official or designated representative. If the previous PAD included shelter-in-place for all or selected emergency planning zones or subzones, include in the revised PAR the ventilation or exit from shelters promptly following passage of vapor plumes.
7. Have the senior elected official (or designated representative) make subsequent PADs and announce them to the EOC for implementation. Update PADs from shelter-in-place to evacuation, including information about safe evacuation routes.
8. Have the EMD or designee adjust or cancel the PAD, as appropriate, after being presented with and considering new hazard analyses.

Expected Outcomes: Protective action decisions appropriate for the risk presented to the jurisdiction's population.

Consequences: Appropriate warning information is provided to the population at risk. Public is protected from exposure to chemical agents.

Related CSEPP Objectives: 2.3 Continuing Chemical Event Hazard Assessment; 3.1 Recommendation of Appropriate Protective Action; 3.2 Protective Action Decision Making; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays.

Task:	Coordinate Response Phase Monitoring and Sampling	ID: II-O-EOC-2
Stream:	Hazard Analysis	
Element:	Field Activities	

Inputs: Hazard analyses and predictions; protective action decisions.

Conditions: Time available; available communications systems; properly trained, qualified, and equipped off-post personnel*; and plans, procedures, and MOAs/MOUs regarding off-post response phase monitoring and sampling.

Steps:

1. Review hazard analysis information provided by the storage installation and expected future response activities to determine whether response phase monitoring will be required in the jurisdiction.
2. According to established procedures and local agreements, coordinate with the storage installation EOC and make monitoring and sampling requests. At a minimum, identify locations where monitoring and sampling are desired and the rationale for the monitoring.
3. With the storage installation, plan safe routes to and from the monitoring and sampling locations.
4. Arrange for Army monitoring and sampling teams to access both public and private property.
5. Determine whether the jurisdiction will send qualified observers to accompany Army monitoring and sampling teams. Inform the storage installation of the decision and coordinate observer and monitoring and sampling team meeting points as appropriate.
6. Assemble observer teams and equipment. Prior to their departure, brief observer teams on their roles and responsibilities according to plans, procedures, and local agreements.
7. Ensure that observer teams make periodic reports according to established plans and procedures.

*In accordance with CSEPP Policy Paper 2, off-post monitoring will be done by the Army. State and/or local personnel may accompany Army sampling and monitoring teams if they are properly trained, qualified, and equipped.

Expected Outcomes: Monitoring and sampling teams are deployed to locations to collect information that supports population protection within the jurisdiction.

Consequences: Monitoring and sampling results are available to make decisions about protecting emergency responders and populations-at-risk.

Related CSEPP Objectives: 2.2 Agent Detection, Monitoring, and Sampling; 2.3 Continuous Chemical Event Hazard Assessment; 4.1 Command and Control; 6.1 Communications Systems.

Task: Receive CENL and PAR from Installation/Depot EOC **ID:** III-O-EOC-1
Stream: Population Warning
Element: Emergency Operations Center

Inputs: CENL and notification information provided by installation/depot EOC.

Conditions: Time limitations; available staff; facility's current operating status; operational status of communications equipment; existing notification agreements; and knowledge of plans and procedures.

Steps:

1. Receive official notification information and CENL from appropriate installation authority.
2. Verify the information following established procedures.
3. Assess the notification and inform the emergency management director (EMD) or designee and other specified staff following established procedures.
4. Ensure that EMD or designee determines what, if any, response actions need to be initiated.

Expected Outcomes: Installation notification is received and verified; jurisdiction response actions initiated.

Consequences: Jurisdiction emergency response operations are started. The public is protected from the effects of a chemical agent.

Related CSEPP Objectives: 1.1 Initial Characterization and Notification of a CAI; 1.3 Facility Activation; 2.1 Classification of Chemical Event Notification Levels; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays.

Task:	Make Protective Action Decisions	ID: III-O-EOC-2
Stream:	Population Warning	
Element:	Emergency Operations Center	

Inputs: CENL/PAR for the jurisdiction from the installation/depot (initial and updates).

Conditions: Time limitations; conditions at variance with plans (e.g., road conditions, availability of shelters, etc.); availability of senior elected official or designated decision maker; available communications systems; pre-existing or default protective action decision (PAD) agreements; and knowledge of plans and procedures.

Steps:

1. Receive off-post protective action recommendation (PAR) from the installation/depot.
2. Ensure that the emergency management director (EMD) or designee evaluates the PAR using such factors as projected exposure from computer models, exposure from field measurements, protective action guides in the jurisdiction plan, shelter availability, evacuation time estimates, and relative exposure savings between evacuation and sheltering.
3. Use pre-existing PADs if analysis factors match predetermined criteria. Otherwise, have the EMD or designee make the PAD based on judgment and experience.
4. Have the EMD or designee announce the decision to the EOC staff.
5. Ensure that the EMD or other decision-making authority adjusts or cancels the PAD as appropriate after considering new data.
6. Communicate the PAD to the installation/depot EOC and other off-post jurisdictions as soon as practical.

Expected Outcomes: Protective action decisions appropriate for the risk presented to the jurisdiction's population.

Consequences: Appropriate warning information is provided to the population-at-risk. The public is protected from exposure to chemical agents.

Related CSEPP Objectives: 3.1 Recommendation of Appropriate Protective Action; 3.2 Protective Action Decision Making; 6.1 Communications Systems.

Task: Alert and Mobilize EOC Staff **ID:** III-O-EOC-3
Stream: Population Warning
Element: Emergency Operations Center

Inputs: Chemical event notification from the storage installation; protective action decisions (PADs).

Conditions: Available communications systems; availability of EOC staff; plume direction; knowledge of plans and procedures; and current EOC staff rosters.

Steps:

1. On the basis of CENL and PAD, determine whether partial or full EOC staffing is necessary (performed by the emergency management director or designee).
2. Determine if plume direction restricts EOC staff routes to the EOC.
3. Recall required EOC staff using appropriate procedures and advise of route restrictions, if any.
4. Have EOC staff safely proceed to the EOC.

Expected Outcomes: The EOC is staffed with personnel to manage the jurisdiction's response.

Consequences: Direction and control of critical public protection operations is provided for the duration of the jurisdiction's response.

Related CSEPP Objectives: 1.1 Initial Characterization and Notification of a CAI; 1.2 Alert and Mobilization of Emergency Personnel; 1.3 Facility Activation; 2.1 Classification of Chemical Event Notification Levels; 4.1 Command and Control; 6.1 Communications Systems.

Task:	Activate and Operate the EOC	ID: III-O-EOC-4
Stream:	Population Warning	
Element:	Emergency Operations Center	

Inputs: Decision to activate the EOC; EOC staff mobilization.

Conditions: Current facility operating status; time available for EOC staff to respond to the EOC; availability of needed equipment and facilities, available communication systems; available EOC staff; and knowledge of plans and procedures.

Steps:

1. Upgrade facility from current to emergency status.
2. Follow procedures for removing equipment from storage locations; assure equipment is operating properly; prepare facility for emergency use; review plans and procedures appropriate for the accident.
3. Concurrently with EOC activation or expansion, confirm that EOC communications systems (primary, backup, and alternate) are operational. Maintain an uninterrupted capability for the duration of the response. Immediately correct communication system malfunctions.
4. Brief EOC staff on the status of the accident and current response activities upon their arrival and at regular intervals thereafter.
5. Provide command, control, coordination, and leadership of emergency response activities.
6. Establish and maintain security throughout the response.
7. Declare the facility operational.
8. Promptly post information regarding events and decisions in the EOC. Archive the information for subsequent analysis, investigation, and preparation of official reports.
9. Plan for uninterrupted 24-hour operations that include publication of schedules that cover all shifts with adequate staff.
10. Maintain continuous EOC operations during rest, meal breaks, and shift changes. Conduct shift transition briefings in accordance with plans and procedures.

Expected Outcomes: The EOC achieves its full operational status quickly and maintains this level of effort for the duration of the response.

Consequences: Direction and control of critical response operations is performed without interruptions caused by lapses in EOC staffing, communications systems malfunctions, or shortfalls in facility capabilities.

Related CSEPP Objectives: 1.2 Alert and Mobilization of Emergency Personnel; 1.3 Facility Activation; 4.1 Command and Control; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays; 15.1 Ability to Maintain 24-hour Operations.

Task: Select or Prepare Protective Action Messages **ID:** III-O-EOC-5
Stream: Population Warning
Element: Emergency Operations Center

Inputs: Jurisdiction Protective Action Decision

Conditions: Time limitations; activated EOC; available staff; available pre-scripted messages; and knowledge of plans and procedures.

Steps:

1. Identify and select pre-scripted protective action message appropriate for the PAD for broadcast via either the EAS or other broadcast media.
2. Fill in blanks or modify selected messages with information specific to the accident.
3. Prepare *ad hoc* message if there are no pre-scripted messages appropriate for the PAD.
4. Ensure that the needs of mobility-, visual-, or hearing-impaired, non-English speakers and also institutions are addressed in the protective action messages.
5. Provide copies of selected message(s) to other EOCs if required by procedures.

Expected Outcomes: Appropriate protective action messages can be disseminated to the affected population.

Consequences: Affected community populations are alerted and notified of the PAD and PARs. The population takes protective action and is protected from the effects of exposure to chemical agents.

Related CSEPP Objectives: 4.1 Command and Control; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems.

Task: Activate Primary Indoor and Outdoor Warning Systems **ID:** III-O-EOC-6
Stream: Population Warning
Element: Emergency Operations Center

Inputs: Jurisdiction protective action decision; selected protective action messages.

Conditions: Time limitations; activated emergency operations center; available staff; available indoor and outdoor warning systems; map of siren locations; warning system technical limitations; special facilities in path of plume; MOAs/MOUs with depot/installation and other jurisdictions; and knowledge of plans and procedures.

Steps:

1. Select a pre-scripted message or prepare an ad hoc message for broadcast over indoor (typically tone alert radios) and outdoor (typically sirens) warning systems.
2. Select individual sirens/radios or groups of sirens/radios for activation as appropriate for the area at risk (including the storage installation, if required by MOA/MOU).
3. Activate outdoor system and/or indoor systems.
4. Confirm that the warning systems have functioned and have broadcast the appropriate warning messages in all affected sectors or zones. Immediately notify the EMD of any failure of primary warning systems or devices.
5. EOC reactivates primary off-post systems with appropriate warning messages at least every 12 minutes for the first hour and every 20 minutes thereafter, as long as there is danger in the affected areas, unless directed by the EMD.
6. Place backup warning systems on standby in event of primary system failure.
7. Directly notify specified facilities, such as large businesses, highway administrators, major recreational facilities, airports, railroads, or institutions, to perform initial response actions according to established procedures.

Expected Outcomes: The jurisdiction's population-at-risk is alerted and warned to take appropriate protective actions within established time limitations.

Consequences: Population takes protective action and is protected from the effects of exposure to chemical agents.

Related CSEPP Objectives: 4.1 Command and Control; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems.

Task: Activate Alternative or Supplementary Warning Methods **ID:** III-O-EOC-7
Stream: Population Warning
Element: Emergency Operations Center

Inputs: Jurisdiction protective action decision; activation of primary alert and warning systems.

Conditions: Time limitations; activated EOC; available staff; available indoor/outdoor warning systems; map of siren locations; warning system technical limitations; special facilities in path of plume; and knowledge of plans and procedures.

Steps:

1. Identify failures in primary warning systems and their locations.
2. Identify alternate or supplementary methods (e.g., route alerting, pagers, signs, visual signals) of alert and warning that can be used in areas where primary systems have failed.
3. Determine the feasibility of route alerting by assessing the following factors:
 - a. the plume arrival time for the area requiring route alerting;
 - b. the time required for assets to arrive at the designated routes;
 - c. the availability of safe routes to, from, and within the alert area; and
 - d. the amount of time required to complete the route.
4. Activate or implement appropriate alternate or supplementary alert and warning systems.
5. If route alerting is selected, provide the route alerting assets information regarding safe routes to and from the alert location and any required hazard information (e.g., time to abandon the route).
6. Determine the impact of a delayed protective action warning on the affected population-at-risk and inform the emergency management director (EMD) or designee. The EMD or designee adjusts the jurisdiction's response activities accordingly.

Expected Outcomes: All persons in the predicted hazard area receive the appropriate protective action warning.

Consequences: Population takes protective action and is protected from the effects of exposure to chemical agents.

Related CSEPP Objectives: 4.1 Command and Control; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems.

Task: Disseminate Protective Action Messages **ID:** III-O-EOC-8
Stream: Population Warning
Element: Emergency Operations Center

Inputs: The jurisdiction's PADs; selected protective action messages; and activated warning systems.

Conditions: Time limitations; available staff; length and number of protective action messages; technical limitations of EAS or other broadcast equipment; written agreements with EAS stations or other local broadcast media; operational status of communications equipment; lists of EAS stations or broadcast media through which the message is to be disseminated; list of staff authorized to activate EAS; and knowledge of plans and procedures.

Steps:

1. Place EAS stations or other local broadcast media on standby to receive messages.
2. Identify whether the EAS stations or local broadcast media are to use pre-positioned and pre-scripted messages or *ad hoc* messages.
3. Provide the EAS stations or local broadcast media changes to the pre-positioned and pre-scripted messages or provide the *ad hoc* messages prior to broadcast, as required.
4. Inform participating EAS stations or local broadcast media of the time interval that the protective action messages are to be broadcast.
5. See that EAS stations or other media broadcast the message(s) within specified time and at the specified interval.
6. If the capability exists, make direct EAS broadcasts according to established procedures.

Expected Outcomes: The population-at-risk is warned and provided appropriate protective action information.

Consequences: The population-at-risk takes protective action. The jurisdiction's population is protected from the effects of exposure to chemical agents.

Related CSEPP Objectives: 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems.

Task: Conduct Route Alerting **ID:** III-O-Field-1
Stream: Population Warning
Element: Fire Department, Law Enforcement Agency, Public Works Department

Inputs: Decision to use route alerting.

Conditions: Time limitations; available personnel and equipment; technical limitations of mobile public address systems; available communication systems; preplanned routes; weather and road conditions; and knowledge of plans and procedures.

Steps:

1. Receive the requirement to conduct route alerting from the EOC.
2. Identify route alerting teams and vehicles.
3. Have supervisors provide teams with maps and directions for the area where they are to conduct route alerting, brief teams on safe routes to and from the area, expected stay times, and other hazard protection information, and also provide teams with a copy of the message to be broadcast over the vehicle public address system.
4. Have route alert teams conduct population warning, traveling at a speed that ensures the entire message is heard as they pass through their designated warning areas.
5. Ensure that route alert teams provide status reports according to established plans and procedures.

Expected Outcomes: All persons in the predicted hazard area receive the appropriate protective action warning.

Consequences: Population takes protective action and is protected from the effects of exposure to chemical agents.

Related CSEPP Objectives: 4.1 Command and Control; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems.

Task:	Direct and Control Activation of Traffic and Access Control Points	ID: IV-O-EOC-1
Stream:	Protective Action Implementation	
Element:	Emergency Operations Center	
Inputs:	Evacuation order for the population-at-risk; selected evacuation routes; defined predicted hazard area.	
Conditions:	Time available; available communication systems; available personnel; available vehicles, barricades, and other traffic control equipment; predetermined ACP/TCP locations; pertinent maps, diagrams, and plans; weather and environmental conditions; and situations at variance with assumptions in plans and procedures.	
Steps:	<ol style="list-style-type: none"> 1. Review selected evacuation routes. Identify temporary situations (e.g., toll booths, railroad crossings), traffic lane reductions, and barriers (e.g., vehicle accidents, fog, heavy rain, highway maintenance) that could cause traffic queues to form. Modify the evacuation routes to mitigate the effects of these conditions on the evacuation. 2. Select predetermined or identify <i>ad hoc</i> TCPs that support the selected evacuation routes. Identify locations for ACPs that will prevent unauthorized people from entering the predicted hazard area. Determine which locations are to be staffed or barricaded (not staffed). 3. According to established local plans and procedures: <ol style="list-style-type: none"> a. dispatch traffic and access control crews (e.g., police, fire, public works) with appropriate vehicles, equipment, and materials to specified control points; b. change traffic lights at predesignated locations to facilitate traffic movement; c. dispatch highway department crews to clear evacuation routes of snow or debris as required; and d. dispatch tow trucks to predesignated locations for handling disabled vehicles and dispensing emergency gasoline supplies. 4. Brief TCP crews on modifications to evacuation routes. Provide all evacuation support crews with appropriate maps, diagrams, and implementing instructions. 5. According to established procedures, contact appropriate government organizations or businesses to block access to the predicted hazard area by rail, water, and air traffic. 6. Coordinate traffic and access control activities with the storage installation and adjacent jurisdictions. Notify the storage installation EOC and adjacent jurisdictions when TCPs/ACPs have been established or moved. 7. Direct the repositioning of traffic or access control points and/or mobilizing additional resources as changes in conditions occur. 8. Review rosters to ensure continuous, 24-hour operations and assign traffic and access control personnel to tasks and shifts where they are most needed. Provide a transition or situation briefing to later shift personnel before they begin work. 	
Expected Outcomes:	Traffic control points are in place in time to support the evacuation order and facilitate an orderly evacuation. Access to the predicted hazard area is prevented.	
Consequences:	The population-at-risk and population-at-large are protected from exposure to chemical agent.	
Related CSEPP Objectives:	4.1 Command and Control; 6.1 Communications Systems; 8.1 Traffic and Access Control; 15.1 Ability to Maintain 24-hour Operations.	

Task: Activate Traffic and Access Control Points **ID:** IV-O-Field-1
Stream: Protective Action Implementation
Element: Traffic and Access Control Points

Inputs: Direction to establish traffic and access control points.

Conditions: Time available; available communication systems; available personnel; available vehicles, barricades, and other traffic control equipment; selected evacuation routes; selected ACP/TCP locations; pertinent maps, diagrams, and plans; weather and environmental conditions; and situations at variance with assumptions in plans and procedures.

Steps:

1. If sufficient time is available, inventory and stage crews, vehicles, and equipment to support establishment of the specified ACP/TCPs.
2. Move to designated locations.
3. Set up equipment in the proper locations to prevent access to restricted area and to direct movement out of the area.
4. Make communications checks and report operational status to the appropriate supervisor or EOC staff. Make follow-up reports at regular intervals according to plans and procedures.
5. Direct evacuees along evacuation routes.
6. Prevent unauthorized access into the predicted hazard area. Facilitate the movement of emergency vehicles and crews through restricted areas.
7. Promptly relocate TCPs and ACPs as directed by supervisors.

Expected Outcomes: Traffic control points are in place in time to support the evacuation order; an orderly evacuation is facilitated. Access to the predicted hazard area is prevented.

Consequences: The population-at-risk and the population-at-large are protected from exposure to chemical agent.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 8.1 Traffic and Access Control; 15.1 Ability to Maintain 24-hour Operations.

Task: Direct and Control Protective Actions for Schools and Day Care **ID:** IV-O-EOC-2
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: Protective action decision for schools and day-care centers.

Conditions: Time available; available communication systems; the identity, location, and capacity of public and private schools and day-care centers; sheltering options (expedient, enhanced, pressurized) for the school; lists of host schools; weather and other environmental conditions; selected evacuation routes; available transportation assets; and situations at variance with assumptions in plans and procedures.

Steps:

1. Identify at-risk schools and day-care centers.
2. According to established procedures, contact at-risk schools and day-care centers and inform them of the protective action to be implemented for their specific situation. Obtain information about any assistance they may need.
3. Compile resource requests and contact resource providers to obtain needed support.
4. Stage transportation assets. Brief drivers on the hazard area, routes to follow, emergency procedures, pickup points, and final destinations.
5. Coordinate with traffic control personnel to expedite movement of transportation assets to and from schools and day-care centers.
6. According to plans and procedures, see that EOC and/or school staffs notify host schools, day-care facilities, or reception centers to prepare to receive school and day-care center evacuees.
7. If schools and day-care centers were directed to shelter-in-place, provide appropriate assistance for implementing sheltering measures.
8. Promptly communicate changes in directed protective actions (e.g., from shelter-in-place to evacuation) to the affected schools. Repeat previous steps, as appropriate, to support the change in protective action.
9. Through public information assets, provide parents and guardians with information regarding protective actions taken at individual schools and day-care centers, the location of host schools and day-care facilities, and procedures for reuniting with their children.

Expected Outcomes: All school and day-care students and staff are sheltered-in-place or are promptly and safely evacuated to host schools, day-care facilities, or reception centers. Parents are notified when and where to reunite with their children.

Consequences: The population-at-risk and the population-at-large are protected from exposure to chemical agent.

Related CSEPP Objectives: 3.2 Protective Action Decision Making; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems; 7.2 Protective Action Implementation for Schools; 8.1 Traffic and Access Control; 14.3 Evacuee Registration; 14.4 Congregate Care.

Task: Implement Protective Actions for Schools and Day Care **ID:** IV-O-Field-2
Stream: Protective Action Implementation
Element: Schools and Day-care Centers; Field Elements

Inputs: Notification of protective actions to be taken at a school and day-care center.

Conditions: Time available; available communication systems; sheltering options (expedient, enhanced, pressurized) available to the school or day-care facility; weather and other environmental conditions; selected evacuation routes; available transportation assets; and situations at variance with assumptions in plans and procedures.

Steps:

1. If directed to shelter-in-place, implement normal, expedient, or pressurized shelter-in-place procedures, following local procedures.
2. If directed to evacuate, identify transportation resources needed and request their prompt deployment, including requesting additional resources.
3. Transportation providers:
 - a. mobilize vehicles and crews;
 - b. brief drivers on emergency procedures, location of pickup point, location of host facility (destination), emergency procedures, and routes to follow to the pickup point and final destination; and
 - c. establish and maintain communication for the duration of the evacuation.
4. If privately owned vehicles are used (e.g., by a small day-care facility), provide drivers with maps and brief them on emergency procedures, the destination, and the route to follow.
5. Assemble children and accompanying adults and board them on buses or other transportation assets. Transport them to the host facility.
6. Make sure that schools and day-care centers respond promptly and correctly to changes in protective action (e.g., from shelter-in-place to evacuation).

Expected Outcomes: All school and day-care students and personnel are sheltered-in-place or are promptly and safely evacuated to host schools, day-care facilities, or reception centers.

Consequences: The population-at-risk and the population-at-large are protected from exposure to chemical agent.

Related CSEPP Objectives: 3.2 Protective Action Decision Making; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems; 7.2 Protective Action Implementation for Schools; 8.1 Traffic and Access Control; 14.3 Evacuee Registration; 14.4 Congregate Care.

Task: Direct and Control the Protection of Special Populations **ID:** IV-O-EOC -3
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: Protective action decisions for special populations.

Conditions: Time available; available communication systems; information on identity, location, and numbers of disabled, institutionalized, and transit-dependent people; knowledge of institutions equipped for enhanced or pressurized sheltering-in-place; knowledge of plans and procedures; weather and other environmental conditions; selected evacuation routes; availability of vehicles to transport special populations; and situations at variance with assumptions in plans and procedures.

Steps:

1. Identify special population-at-risk and facilities.
2. According to established procedures, contact special population-at-risk and facilities and inform them of the protective action to be implemented for their specific situation. Obtain information about any assistance they may need.
3. Compile resource requests and contact resource providers to obtain needed support.
4. Stage transportation assets. Brief drivers on the hazard area, routes to follow, emergency procedures, pickup points, and final destinations.
5. Coordinate with traffic control personnel to expedite movement of transportation assets to and from special-population-at-risk pickup routes and special facilities.
6. Through public information assets, inform transportation-dependent populations how to obtain transportation out of the hazard area.
7. According to plans and procedures, see that the EOC staff notify host facilities or reception centers to prepare to receive special population evacuees.
8. If special populations or facilities were directed to shelter-in-place, provide appropriate assistance for implementing sheltering measures.
9. Promptly communicate changes in directed protective actions (e.g., from shelter-in-place to evacuation) to the affected special populations and facilities. Repeat previous steps, as appropriate, to support the change in protective action.
10. Through public information assets, provide the public-at-large information regarding protective actions taken by special populations and facilities, the location of host facilities or reception centers the special populations have been evacuated to, and procedures for reuniting with family members who may be part of an affected special population.

Expected Outcomes:

All special populations are sheltered-in-place or are promptly and safely evacuated to host facilities or reception centers.

Consequences: The population-at-risk and the population-at-large are protected from exposure to chemical agent.

Related CSEPP Objectives: 3.2 Protective Action Decision Making; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems; 7.2 Protective Action Implementation for Special Populations and Facilities; 8.1 Traffic and Access Control; 14.3 Evacuee Registration; 14.4 Congregate Care.

Task: Implement Protection of Special Populations **ID:** IV-O-Field-3
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: Notification of protective actions to be taken at a school, at a day-care center, or for special populations.

Conditions: Time available; available communication systems; sheltering options (expedient, enhanced, pressurized) available to the special population or facility; weather and other environmental conditions; selected evacuation routes; available transportation assets; and situations at variance with assumptions in plans and procedures.

Steps:

1. If directed to shelter in-place, implement normal, expedient, or pressurized shelter-in-place procedures, following local procedures.
2. If directed to evacuate, identify transportation resources needed and request their prompt deployment, including requesting additional resources.
3. Transportation providers:
 - a. mobilize vehicles and crews;
 - b. brief drivers on emergency procedures, location of pickup points, location of host facility (destination), emergency procedures, and routes to follow to the pick-up points and final destination; and
 - c. establish and maintain communication for the duration of the evacuation.
4. If privately owned vehicles are used, provide drivers with maps and brief them on emergency procedures, the destination, and the route to follow.
5. Assemble institutional populations, board them on buses or other transportation assets, and transport them to the host facility.
6. Make sure that special populations and facilities respond promptly and correctly to changes in protective action (e.g., from shelter-in-place to evacuation).

Expected Outcomes: All special populations are sheltered-in-place or are promptly and safely evacuated to host facilities or reception centers.

Consequences: No special populations are exposed to chemical agent.

Related CSEPP Objectives: 3.2 Protective Action Decision Making; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems; 7.2 Protective Action Implementation for Special Populations and Facilities; 8.1 Traffic and Access Control; 14.3 Evacuee Registration; 14.4 Congregate Care.

Task: Request Supplementary Assistance **ID:** IV-O-EOC-4
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: Need for personnel, supplies, and equipment for response operations; 42 US Code 68 (Disaster Relief); MOAs/MOUs with other jurisdictions for provision of emergency personnel, supplies, and equipment; and CAIRA plan.

Conditions: Availability of trained responders and inventory of supplies and equipment versus requirements.

Steps:

1. Identify any shortfalls in personnel, emergency supplies, equipment, or other resources that affect the ability to respond to the emergency.
2. Determine that effective response is beyond local capability and that additional assistance is necessary.
3. According to plans and procedures, prepare and sign a local declaration of emergency.
4. Forward the declaration to the governor's office or other appropriate agency in accordance with plans and procedures.
5. At the state level, determine whether the emergency situation is of such severity and magnitude that federal assistance is necessary (performed by the governor).
6. In accordance with plans and procedures, prepare a state declaration of emergency (1) describing the state and local efforts and resources that have been or will be used to alleviate the emergency and (2) defining the type and extent of federal aid required.
7. Have the governor sign the declaration and forward it to appropriate federal authorities.

Expected Outcomes: Local and state declarations of emergency are prepared, signed, and transmitted to higher authorities.

Consequences: Sufficient personnel, equipment, and supplies are available to contain and mitigate the hazard and to perform related support tasks.

Related CSEPP Objectives: 4.1. Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems; 15.1 Ability to Maintain 24-hour Operations.

Task: Provide Support to the Storage Installation **ID:** IV-O-EOC-5
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: Evacuation order for the storage installation; requests for support.

Conditions: Available communication systems; MOAs/MOUs between the jurisdiction and the storage installation; and plans and procedures.

Steps:

1. In response to storage installation requests and coordination, establish or modify TCPs to facilitate transport of patients and installation evacuees.
2. Provide evacuee information to reception center and shelter locations.
3. In response to requests, provide support (security, traffic control) to facilitate expeditious movement of emergency supplies and equipment to the storage installation.
4. In response requests, facilitate movement of Army response augmentees from arrival sites to the storage installation.

Expected Outcomes: Storage installation populations are safely evacuated to reception centers and shelters. Additional Army response resources are routed to the storage installation without delay.

Consequences: Storage installation populations are not exposed to chemical agent. Response operations are sustained for the duration of the response to the chemical accident.

Related CSEPP Objectives: 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems; 8.1 Traffic and Access Control; 9.1 Emergency Public Information — Media; 11.1 Medical Services — Transportation.

Task: Screen Evacuees for Agent Contamination **ID:** IV-O-Field-4
Stream: Protective Action Implementation
Element: Evacuee Screening Locations

Inputs: Evacuation order for the population-at-risk; selected evacuation routes; defined predicted hazard area.

Conditions: Available communication systems; available personnel, equipment, and material; and conditions at variance with plans and procedures.

Steps:

1. Select evacuee screening locations according to established plans and procedures.
2. Set up the screening location according to local plans and procedures, paying special attention to contamination and access control measures.
3. Conduct differential screening of evacuees by determining:
 - a. if they present signs and symptoms of chemical agent exposure;
 - b. if they have been evacuated from the predicted hazard area;
 - c. their time of departure from the predicted hazard area (to determine if they have traveled through the plume); and
 - d. if they desire decontamination even though they have not or are not likely to have been exposed.
4. Escort exposed evacuees (those presenting signs and symptoms) directly to the decontamination area. Direct potentially exposed evacuees and others desiring decontamination to a holding area.
5. Direct all other evacuees to reception centers or shelters.
6. Review rosters to assure continuous, 24-hour operations and assign screening personnel to tasks and shifts where they are most needed. Provide a transition or situation briefing to later shift personnel before they begin work.
7. Provide reports to the EOC according to established plans and procedures.

Expected Outcomes: Potentially exposed persons are identified and screened for decontamination.

Consequences: Exposed or potentially exposed evacuees are not incapacitated as a result of lapses in care.

Related CSEPP Objectives: 14.1 Screening Evacuees for Agent Contamination; 15.1 Ability to Maintain 24-hour Operations.

Task: Decontaminate Potentially Exposed Evacuees **ID:** IV-O-Field-5
Stream: Protective Action Implementation
Element: Decontamination Areas

Inputs: Screened evacuees requiring or requesting decontamination

Conditions: Available communication systems; available personnel; type and quantity of available decontamination equipment; technical limitations of available decontamination equipment; and conditions at variance with assumptions in plans and procedures.

Steps:

1. Select decontamination areas according to local plans and procedures.
2. Set up decontamination areas according to local plans and procedures, paying special attention to contamination control measures. Ensure availability of sufficient supplies of water, fuel, and electricity.
3. Don appropriate protective clothing before starting operations (decontamination crews).
4. At the holding area:
 - a. segregate evacuees by decontamination priorities: (1) evacuees who exhibit any signs or symptoms of agent exposure; (2) evacuees who have been identified as exposed or potentially exposed to chemical agent, regardless of whether they exhibit signs or symptoms of agent exposure; and (3) evacuees who desire decontamination even though they have not or are not likely to have been exposed.
 - b. separate evacuees by gender if sufficient/appropriate decontamination resources are available.
 - c. identify and secure personal property (automobiles, etc.). Inform evacuees about how to collect their property when return to the area is authorized.
5. At the appropriate station, direct individuals to be decontaminated to remove their clothing and belongings. Decontamination crews place removed items in bags, label the bags, and secure the removed items according to established procedures.
6. Tag, decontaminate, verify cleanliness, and return eyeglasses to individuals.
7. Decontaminate evacuees using currently accepted standards of care and practice.
8. Provide decontaminated persons with clean clothing, according to established plans and procedures. Identify (tag) evacuees as decontaminated in accordance with local procedures.
9. If decontaminated evacuees are identified as Priority 1, hand them over to supporting emergency medical assets for treatment and transport to a medical treatment facility.
10. Rescreen individuals following decontamination for signs and symptoms of agent exposure; contaminate again if needed.
11. Provide decontaminated individuals transportation to a shelter.
12. Review rosters to ensure continuous, 24-hour operations and to assign decontamination personnel to tasks and shifts where they are most needed. Provide a transition or situation briefing to later shift personnel before they begin work.

Expected Outcomes: All individuals suspected of being contaminated are properly decontaminated.

Consequences: No persons die or are permanently incapacitated as a result of lapses in providing decontamination services.

Related CSEPP Objectives: 14.2 Decontamination of Evacuees; 15.1 Ability to Maintain 24-hour Operations.

Task: Track the Location and Status of Patients **ID:** V-O-EOC-1
Stream: Victim Care
Element: Emergency Operations Center; Medical Treatment Facility

Inputs: Reported information about the location and status of citizens projected hazard area (wedge) who are ill, injured, or exposed to chemical agent.

Conditions: Available communications equipment; knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Receive initial and follow-up reports from the field or medical treatment facility regarding ill, injured, or exposed persons, according to local plans and procedures.
2. Post patient information to status boards and see that the emergency services coordinator or senior elected official is briefed in accordance with local procedures.
3. Identify delays in patient care and pass this information immediately to the emergency services coordinator or senior elected official for consideration and possible action.
4. Coordinate with the storage installation EOC (representing the federal on-scene coordinator) and exchange information regarding the status and location of both installation and community patients.

Expected Outcomes: The emergency services coordinator or senior elected official is satisfied that patients' medical needs are addressed.

Consequences: No victims of injury or agent exposure die or are permanently incapacitated as result of higher priorities given to other response activities.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.2 Casualty Tracking System.

Task: Coordinate the Disposition of Human Remains **ID:** V-O-EOC-2
Stream: Victim Care
Element: Emergency Operation Center, Medical Treatment Facility

Inputs: Confirmed fatalities from the projected hazard area (wedge) that have been exposed or potentially exposed to chemical agent.

Conditions: Available communications equipment; and knowledge of local laws, MOAs/MOAs, plans, procedures, and regulations.

Steps:

1. Receive reports of fatalities from field locations, record information, and inform the emergency services coordinator/senior elected official or designated representative.
2. Contact coroner or medical examiner to determine if an investigation as to cause of death will be required, if the coroner or medical examiner will require custody of the remains, and if the remains can be moved.
3. Coordinate Army assistance to the coroner or medical examiner.
4. Track decontamination status and location of remains and personal effects.
5. Determine next-of-kin wishes for movement of remains to a mortuary or other appropriate facility (part of the notification process).

Expected Outcomes: Legal requirements for handling remains are met. The next of kin are helped to claim the remains of the deceased.

Consequences: Human remains can be interred in accordance with the wishes of the next of kin.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.2 Casualty Tracking System; 12.3 Handling Contaminated Human Remains.

Task: Treat Patients at the Screening Site **ID:** V-O-Field-1
Stream: Victim Care
Element: Medical Response Team

Inputs: Unprotected, exposed or potentially exposed ill citizens in the predicted hazard area (wedge).

Conditions: Time available; nature and extent of injury or illness; agent type; extent of exposure to the chemical agent; availability of emergency medical teams and equipment; available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Don PPE and take other measures to protect (the medical responders) from danger due to contamination, blood-borne pathogen, bodily fluids, etc.
2. In a multiple patient situation, begin proper triage procedures.
3. Conduct primary patient assessment while simultaneously conducting decontamination (if needed). Assign highest priorities to life-threatening issues (ABC = airway, breathing, circulation) and decontamination. Except for the administration of antidotes, perform invasive procedures only in uncontaminated areas.
4. Once life-threatening issues have been addressed and as conditions allow, direct attention to secondary patient assessment and establish patient history.
5. If not already done, arrange for and coordinate transportation of victims to a credentialed medical treatment facility.
6. Using good medical practice, treat presenting signs and symptoms as appropriate and when conditions allow.
7. Reassess the patient continuously because of possible latent physiological effects of agent exposure.
8. Delay prophylactic measures until the patient is decontaminated.
9. Prepare victim for transport to medical facility.
10. Provide patient tracking information in accordance with established protocols and procedures.

Expected Outcomes: The patient is stabilized and taken to a credentialed medical treatment facility in time to prevent death or permanent incapacitation.

Consequences: No patients die or are permanently incapacitated as a result of lapses in victim care. Responders are protected from exposure to effects of chemical agent.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control; 14.1 Screening Evacuees for Agent Contamination.

Task:	Decontaminate Patients at the Screening Location or Medical Treatment Facility	ID: V-O-Field-2
Stream:	Victim Care	
Element:	Medical Response Team, Medical Treatment Facility	
Inputs:	Unprotected, exposed or potentially exposed, ill, or injured citizens in the projected hazard area (wedge); established decontamination site.	
Conditions:	Time available; nature and extent of illness, injury; agent type; extent of exposure to the chemical agent; availability of decontamination and emergency medical teams and equipment; available communications equipment, knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.	
Steps:	<ol style="list-style-type: none"> 1. Don appropriate PPE and practice contamination control. 2. Conduct gross decontamination by removing all patient clothing and belongings, placing removed items in labeled bags, and properly securing the removed items: <ol style="list-style-type: none"> a. If injured, conduct secondary decontamination. b. Decontaminate exposed wounds and eyes before intact skin. Cover wounds with waterproof dressing after decontamination. Decontaminate patient from the head down, taking care not to introduce contaminants into open wounds. c. Begin with the least aggressive decontamination methods, using warm water and appropriate decontaminating solutions. Limit mechanical and chemical irritation of the skin by washing exposed areas gently under a stream of water and scrubbing with a soft brush or surgical sponge. 3. Remove contaminants to the level that they are no longer a threat to the patient or response personnel. 4. If not already done, arrange for and coordinate transportation of victims to a credentialed medical treatment facility. 5. Isolate the patient from the environment to prevent the spread of any remaining contaminants and prepare patient for transport to a medical treatment facility. 6. Identify level of decontamination in patient history and identify (tag) the patient as decontaminated in accordance with local protocols or procedures. 	
Expected Outcomes:	Effective decontamination, making the patient as clean as possible (ACAP). Contamination is reduced to a level that is no longer a threat to the patient or the responder.	
Consequences:	No patients die or are permanently incapacitated as a result of lapses in victim care. Responders are protected from exposure to effects of chemical agent.	
Related CSEPP Objectives:	4.1 Command and Control; 6.1 Communications Systems; 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control; 14.3 Decontamination of Evacuees.	

Task: Transport Patients to a Medical Treatment Facility **ID:** V-O-Field-3
Stream: Victim Care
Element: Medical Response Team

Inputs: Exposed or potentially exposed and also injured or ill citizens who have been treated at the screening location.

Conditions: Time available; nature and extent of injury or illness; nature and extent of treatment and decontamination; availability of emergency medical teams and transport equipment; available communications equipment, knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Ensure patient has been decontaminated, tagged, and “packaged” to prevent cross-contamination and the need for decontamination at the medical treatment facility prior to being placed in the transport vehicle.
2. Notify the receiving medical treatment facility that an exposed patient is coming. Provide initial patient information. Obtain instructions for approaching and entering the medical treatment facility.
3. Reassess the patient continuously because of possible latent physiological effects of agent exposure. Continue treatment during transfer and transport. Update patient history and the receiving medical treatment facility regarding treatment provided.
4. Upon arrival at the medical treatment facility, park the ambulance in an area away from the emergency department or in an area designated by the facility.
5. Do not bring patients into the treatment facility until treatment facility staff give permission.

Expected Outcomes: The patient is taken to a credentialed medical treatment facility in time to prevent death or permanent incapacitation. Vehicle, crew, and EMS personnel return to service.

Consequences: No patients die or are permanently incapacitated as a result of lapses in victim care.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 11.1 Transportation of Injured, Potentially Contaminated Individuals to Medical Treatment Facilities; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control.

Task: Prepare Medical Treatment Facility to Receive Patients **ID:** V-O-Field-4
Stream: Victim Care
Element: Medical Treatment Facility

Inputs: Advance notice of the arrival of injured, ill, or exposed citizens from the predicted hazard area (wedge).

Conditions: Time available; nature and extent of reported exposure, injuries, or illness; treatment by EMS; patient decontamination status; availability of emergency medical staff; availability of appropriate medical equipment and supplies; available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Receive notification that a chemical agent incident has occurred and a patient is coming to the facility. If notification comes from other than the usual emergency communications channels, verify the notification.
2. Notify all services and mobilize the emergency department.
3. If the incoming patient is identified as exposed or potentially exposed to an agent, implement the hazardous material plan for the facility.
 - a. Prepare the decontamination and treatment areas in accordance with local protocols or standing operating procedures.
 - b. Select PPE appropriate for the hazard and prepare the triage and decontamination teams to receive patients.
4. Notify patient transports of any special approach or entrance to the medical treatment facility to be used.
5. Receive initial and follow-up patient information from the accident site and patient transports.
6. Make arrangements to identify and isolate exposed or potentially exposed patients who bring themselves to the treatment facility unannounced or present themselves from outside regular EMS channels.

Expected Outcomes: The medical treatment facility is prepared for the arrival and treatment of patients.

Consequences: No patients die or are permanently incapacitated as a result of lapses in victim care.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control.

Task: Treat Patients at a Medical Treatment Facility **ID:** V-O-Field-5
Stream: Victim Care
Element: Off-post Medical Treatment Facility

Inputs: Arrival of ill, injured, or exposed citizens from the predicted hazard area (wedge).

Conditions: Time available; nature and extent of reported exposure, illness, or injuries; treatment by EMS; patient decontamination status; availability of emergency medical staff; availability of appropriate medical equipment and supplies; available communications equipment; and knowledge of local laws, MOAs/MOAs, plans, procedures, and regulations.

Steps:

1. Meet the ambulance or transport vehicle upon arrival and begin triage procedures.
2. Obtain and review patient history; assess the condition of the patient, paying special attention to the type and quantity of antidote administered to the patient and the method and extent of decontamination.
3. Isolate and decontaminate patients that arrive unannounced or from outside the EMS system. Perform gross and secondary decontamination in the designated area before the patient is allowed to enter the treatment facility. Bag, seal, and label patient clothing and effects. On the patient history chart, note locations on the body where contamination (if any) is found. Initial patient survey and stabilization should occur simultaneously for these individuals.
4. If treatment required exceeds the treatment facility's capability, refer patient to an appropriate treatment facility.
5. After the patient is moved into the clean area of the facility, treat the presenting signs and symptoms as appropriate and with good medical practice.
6. Admit, transfer, or discharge patients as appropriate.
7. Provide patient tracking information in accordance with established protocols and procedures.

Expected Outcomes: Each patient is given appropriate medical treatment consistent with his/her injury, illness, and extent of exposure.

Consequences: No patients die or are permanently incapacitated as a result of lapses in victim care.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control.

Task: Collect and Decontaminate Human Remains **ID:** V-O-Field-6
Stream: Victim Care
Element: Off-post Emergency Operations Center

Inputs: Citizen fatalities in the predicted hazard area (wedge) identified as exposed or potentially exposed to chemical agent.

Conditions: Availability of victim recovery teams; availability of decontamination equipment and teams; availability of mortuary facilities; and knowledge of local laws, MOAs/MOAs, plans, procedures, and regulations.

Steps:

1. Locate fatalities and provide reports to the EOC (performed by field teams).
2. Do not remove remains until authorized by the incident commander, emergency services coordinator, senior elected official, or designated representatives, unless movement is required to prevent destruction of the body or to protect life, safety, or health.
3. Confirm that the victims are deceased, confirm their identity, and report the information to the EOC (performed by competent medical authority).
4. Tag remains and move to a decontamination site when authorized.
5. Remove personal effects from victims. Monitor, segregate (contaminated/not contaminated), and secure personal effects.
6. Thoroughly decontaminate deceased persons, using the same procedures for exposed persons who were not fatalities, to ensure there is no hazard in handling the remains. Make a record of the methods used for decontamination and for confirming that decontamination is complete.
7. Respectfully contain and properly store the remains pending arrangements for transfer to a mortuary or other appropriate facility. Report the location of the remains to the EOC.

Expected Outcomes: Remains are treated with dignity and respect at all times. Remains are made available to the next of kin.

Consequences: Human remains can be interred in accordance with the wishes of the next of kin.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.2 Casualty Tracking System; 12.3 Handling Contaminated Human Remains.

Task: Direct and Control Reception Center Operations **ID:** VI-O-EOC-1
Stream: Evacuee Support
Element: Emergency Operations Center

Inputs: Protective action decision that includes evacuation.

Conditions: Available communication systems; time available prior to evacuee arrival; list of reception centers; available reception center staff and equipment; selected evacuation routes; weather and other environmental conditions; and other conditions at variance with assumptions in plans and procedures.

Steps:

1. Determine number of reception centers to be activated. Select predetermined locations or identify *ad hoc* locations along evacuation routes where they will not impede evacuation.
2. Notify the government or nongovernment agency identified to operate reception centers and direct it to mobilize staff and equipment to establish the facilities. Likewise, notify agencies that provide support to the reception center (e.g., EMS, law enforcement).
3. Provide operating and supporting agencies with information regarding activation of reception centers, the hazard area, routes to take to the reception centers, and en-route emergency procedures.
4. Coordinate with traffic control personnel to expedite movement of reception center assets to designated locations.
5. Notify the storage installation and adjacent jurisdiction EOCs of the decision to activate reception centers and give their location.
6. Receive reports and solicit information regarding the status of reception center operations, paying special attention to the need for additional staff or equipment.
7. Obtain and arrange for distribution of supplies and equipment needed to sustain reception center operations.
8. Coordinate for additional staff to ensure continuous, 24-hour operations. Assign augmenting personnel to reception centers where they are most needed.

Expected Outcomes: Direction and control of reception center activities are established. The reception center activities are coordinated to ensure the efficiency of evacuee support.

Consequences: Evacuees desiring shelter are quickly screened, registered, and assigned to a shelter.

Related CSEPP Objectives: 4.1 Command and Control; 14.3 Evacuee Registration.

Task: Operate Reception Centers **ID:** VI-O-Field-1
Stream: Evacuee Support
Element: Reception Center Staff

Inputs: Decision to activate reception centers.

Conditions: Available communication systems; time available prior to evacuee arrival; list of reception centers; available reception center staff and equipment; selected evacuation routes; weather and other environmental conditions; and other conditions at variance with assumptions in plans and procedures.

Steps:

1. Notify agency staff that reception centers are being activated.
2. Stage reception center assets. Brief staff on reception center locations, the hazard area, routes to follow to the reception centers, and en-route emergency procedures.
3. Set-up the reception center facility according to established plans and procedures. Report to the EOC when the center is ready to process evacuees.
4. Using established protocols and procedures, register evacuees as they arrive at the reception center.
5. Assign evacuees to shelters on the basis of needs and desire for shelter.
6. Make periodic reports to the EOC according to local plans and procedures.
7. Review rosters to ensure continuous, 24-hour operations and assign registration personnel to tasks and shifts where they are most needed. Provide a transition or situation briefing to later shift personnel before they begin work.

Expected Outcomes: The reception center is fully staffed and functioning.

Consequences: Evacuees are registered and referred to shelters or other facilities for their safety and protection.

Related CSEPP Objectives: 14.1 Screening Evacuees for Agent Contamination; 14.3 Evacuee Registration; 15.1 Ability to Maintain 24-hour Operations.

Task:	Direct and Control Shelter Operations	ID: VI-O-EOC-2
Stream:	Evacuee Support	
Element:	Emergency Operations Center	

Inputs: Protective action decision that includes evacuation.

Conditions: Available communication systems; time available prior to evacuee arrival; list of shelters; available shelter staff and equipment; selected evacuation routes; weather and other environmental conditions; MOAs/MOU with host communities and facility operators; MOAs/MOUs with nongovernment agencies; and other conditions at variance with assumptions in plans and procedures

Steps:

1. Notify the government or nongovernment agency identified to operate shelters and direct it to mobilize staff and equipment to establish the facilities. Likewise, notify agencies that provide support to shelters (e.g., EMS, law enforcement).
2. In coordination with the operating agency, determine the number of shelters to be activated. Select predetermined locations or identify *ad hoc* locations along evacuation routes where they will not impede evacuation.
3. Provide operating and supporting agencies with information regarding activation of shelters, the hazard area, routes to take to the shelters, and en-route emergency procedures.
4. Coordinate with traffic control personnel to expedite movement of shelter assets to the designated locations.
5. Notify the storage installation and adjacent jurisdiction EOCs of the decision to activate shelters and give their location.
6. Receive reports and solicit information regarding the status of shelter operations, paying special attention to the need for additional staff, equipment, or shelters.
7. Obtain and arrange for distribution of supplies and equipment needed to sustain shelter operations.
8. Coordinate for additional staff to ensure continuous, 24-hour operations. Assign augmenting personnel to shelters where they are most needed.

Expected Outcomes: Direction and control of shelter activities are established. The shelter activities are coordinated to ensure the efficiency of evacuee support.

Consequences: Evacuees are provided adequate care.

Related CSEPP Objectives: 14.3 Evacuee Registration; 14.4 Congregate Care.

Task: Operate Shelters **ID:** VI-O-Field-2
Stream: Evacuee Support
Element: Shelter Staff

Inputs: Decision to activate shelters.

Conditions: Available communication systems; time available prior to evacuee arrival; list of shelters; available shelter staff and equipment; selected evacuation routes; weather and other environmental conditions; MOAs/MOU with host communities and facility operators; MOAs/MOUs with nongovernment agencies; and other conditions at variance with assumptions in plans and procedures.

Steps:

1. Notify agency staff that shelters are being activated.
2. Stage shelter assets. Brief staff on shelter locations, the hazard area, routes to follow to the shelter, and en-route emergency procedures.
3. Set up the shelter facility according to established plans and procedures.
4. Verify that food service, security, first aid and medical service, child care, sanitation, social services, and disaster welfare information services are in place. Report to the EOC when the shelter is ready to receive evacuees.
5. Check evacuees for indications that they have been through reception and registration, including screening for contamination as necessary.
6. Meet the needs of special populations, mobility impaired, or medically dependent individuals.
7. Assist evacuees in locating and reuniting with family members from whom they have become separated. As needed, poll other shelters to determine whether someone has been registered elsewhere and handle inquiries from other locations seeking information on its registrants.
8. Arrange for the care and handling of evacuees' pets.
9. Periodically report to the EOC according to local plans and procedures.
10. Arrange to open other facilities as capacity is reached.
11. Review rosters to ensure continuous, 24-hour operations and assign registration personnel to tasks and shifts where they are most needed. Provide a transition or situation briefing to later shift personnel before they begin work.

Expected Outcomes: Evacuees receive essential care services until it is safe to return home.

Consequences: Evacuees are provided adequate care.

Related CSEPP Objectives: 6.1 Communications Systems; 14.4 Congregate Care; 15.1 Ability to Maintain 24-hour Operations.

Task: Conduct EOC Media Operations **ID:** VII-O-EOC-1
Stream: Public Information
Element: Emergency Operations Center

Inputs: Reports describing the chemical accident; information regarding the jurisdiction's response; PADs or other emergency information; and broadcast and published media reports.

Conditions: Time available; available public information staff; available communication systems; availability of government officials or their staff; and plans, procedures, and MOUs/MOAs.

Steps:

1. Gather information about the event, the initial response, and emergency information to be provided to the public (performed by the PIO and/or public information staff).
2. Select an appropriate pre-scripted/pre-approved media release or prepare an original media release to provide initial emergency information and confirmation of the event to the public.
3. Prepare follow-up media releases to provide the public with updated information or new information regarding the off-post emergency response (PIO and/or public information staff). If circumstances allow, coordinate the contents of the media releases prior to dissemination.
4. Review and approve all media releases prior to dissemination (performed by the emergency management director [EMD] or designated representative).
5. Disseminate media releases to the media, according to local plans and procedures (performed by the PIO and/or public information staff). Send copies via fax or e-mail to the storage installation EOC, other off-post EOCs, the JIC, and others as required by local plans, procedures, and MOAs/MOUs.
6. If not otherwise performed at the JIC, monitor media reports for accuracy and content to identify items that may cause a misunderstanding of protective action instructions for the public or that misrepresent the emergency response. Contact the media to amplify, clarify, or correct protective action instructions and information regarding the response (all performed by the PIO and/or public information staff).
7. Schedule and conduct media briefings as the situation requires (EMD or PIO).
8. Maintain two-way communication with PIO staff at the JIC to provide information about the response and to be informed about information provided to the media.

Expected Outcomes: The public-at-risk is provided information that supports protective action instructions. The public-at-large is provided sufficient information to correctly identify their lack of risk from the hazard. Other agencies and government organizations involved in the response are aware of what the public has been told. The media are informed about the accident and the jurisdiction's response.

Consequences: The correct populations identify themselves as in danger and comply with suggested protective actions. The credibility of public agencies and public confidence in their ability to respond to the accident are not compromised.

Related CSEPP Objectives: 1.3 Facility Activation; 4.1 Command and Control; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems; 9.1 Emergency Public Information — Media; 9.2 Public Inquiries.

Task: Direct and Control Public Information Activities **ID:** VII-O-EOC-2
Stream: Public Information
Element: Emergency Operations Center

Inputs: Reports describing the chemical accident; information regarding the jurisdiction's response; PADs or other emergency information; and broadcast and published media reports.

Conditions: Available communications systems; the impact of the chemical event off-post; the location of the JIC; available safe routes to the JIC; available public information staff; plans and procedures for emergency public information programs; and MOAs and procedures for using the JIS and activating and operating a JIC.

Steps:

1. Conduct initial public information and JIS activities from the EOC or other designated area(s) (performed by the PIO and public information staff).
2. Coordinate with the storage installation PAO and PIOs from other affected jurisdictions to determine their ability to support, activate, and operate the JIC. Advise the emergency management director (EMD) on the status of the JIS and make recommendations for activating the JIC.
3. If authorized by local protocols or MOAs, direct the activation of the JIC (performed by the EMD). If the authority to activate the JIC is held jointly by the local government and the IRF commander, follow local protocols and MOAs to direct JIC activation.
4. Assign the PIO and/or public affairs to the EOC and the JIC according to staff availability, response priorities, and local plans and procedures (performed by the EMD).
5. Announce the shift of focus for the jurisdiction's public information activities from the EOC to the JIC once it has been activated and is operating according to local protocols.
6. Keep the EMD informed about JIS and JIC operations so that the direction and control of public information activities can be adjusted to suit the circumstances (performed by the PIO and/or the public affairs staff).

Expected Outcomes: The JIC is activated and operated in accordance with established protocols and MOAs. Interruptions in providing timely, accurate emergency public information do not occur.

Consequences: The correct populations identify themselves as in danger and comply with suggested protective actions. The credibility of the Army and the public's confidence in its ability to respond to the accident are not compromised.

Related CSEPP Objectives: 1.3 Facility Activation; 4.1 Command and Control; 6.1 Communications Systems; 9.1 Emergency Public Information — Media; 9.2 Public Inquiries; 15.1 Ability to Maintain 24-hour Operations.

Task: Activate and Operate the JIC **ID:** VII-O-JIC-1
Stream: Public Information
Element: Joint Information Center

Inputs: Decision to activate the JIC.

Conditions: Available communications systems; the impact of the chemical event off-post; the location of the JIC; available safe routes to the JIC; available public information staff; plans and procedures for emergency public information programs; MOAs; plans and procedures for activating and operating a JIC; and availability of JIC facilities, supplies, and equipment.

Steps:

1. Arrive at the JIC (response organizations).
2. Change the facility from “ready” configuration to operational configuration according to local plans and procedures.
3. Inform the IRF commander and all EOCs that the JIC is operational and that direction and control of public affairs/public information activities have shifted from the EOC to the JIC.
4. Issue a news release declaring JIC operational.
5. Establish security.
6. Promptly post significant response information in the JIC. Archive this information for subsequent analysis, investigations, and preparation of official reports.
7. Plan for uninterrupted 24-hour operations, including publication of schedules that cover all shifts with adequate staff.
8. Maintain continuous JIC operations during rest, meal breaks, and shift changes. Conduct staff transition briefings in accordance with plans and procedures.

Expected Outcomes: A JIC is established and is fully capable of performing all emergency public information operations.

Consequences: The correct populations identify themselves as in danger and comply with suggested protective actions. The credibility of the Army and the public’s confidence in its ability to respond to the accident are not compromised. JIC operations are sustained for the duration of the response to the chemical event.

Related CSEPP Objectives: 1.3 Facility Activation; 4.1 Command and Control; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays; 9.1 Emergency Public Information — Media; 9.2 Public Inquiries; 15.1 Ability to Maintain 24-hour Operations.

Task:	Provide Emergency Public Information to the Media and the Public	ID: VII-O-JIC-2
Stream:	Public Information	
Element:	Joint Information Center	
Inputs:	Reports describing the chemical accident; information regarding the jurisdictions' responses; PADs or other emergency information; and broadcast and published media reports.	
Conditions:	Available communications systems; the impact of the chemical event off-post; the location of the JIC; available public information staff; plans and procedures for emergency public information programs; MOAs and procedures for using the JIS and activating and operating a JIC.	
Steps:	<ol style="list-style-type: none"> 1. Gather information about the event, the response, and emergency information to be provided to the public. 2. Prepare media releases to provide the public updated or new emergency information. Coordinate the content of the media releases prior to dissemination. 3. Disseminate media releases to the media according to local plans and procedures. 4. Send copies of all media releases via fax or e-mail to the storage installation EOC, affected jurisdictions' EOCs, and local government officials and congressional offices as required by local plans, procedures, and MOAs/MOUs. 5. Provide the media with briefings on significant events in a coordinated, complete, accurate, and timely manner (performed by JIC spokespersons from appropriate jurisdictions). 6. Monitor media reports for accuracy and content to identify items that may cause the public to misinterpret emergency instructions or that may misrepresent the response. Contact the media to amplify, clarify, or correct information regarding the response (performed by the PAO, PIO, or the JIC staff). 7. Arrange use of a media center, the JIC, or other facility for media briefings. Prepare graphic materials (e.g., maps, process diagrams, organization charts), video or still photos, copies of news releases, and other items to support the briefing. Announce the time and place for the briefing in sufficient time to permit media coverage. 8. Reply in a timely manner to media inquiries with coordinated, authorized, accurate, clear, and complete information. 9. Maintain a log of all media inquiries. 10. Provide callers with prompt, accurate, consistent, and responsive emergency information (performed by a public inquiry team). 11. Track rumors or misinformation from either media accounts or the public and bring to the attention of PIOs/PAOs. Clarify and correct such accounts as appropriate. 	
Expected Outcomes:	Information continually flows between the JIC, the respective EOCs, and other participating response organizations. The provision of timely, accurate emergency public information is not interrupted.	
Consequences:	The correct populations identify themselves as in danger and comply with suggested protective actions. The credibility of public agencies and public confidence in their ability to respond to the accident are not compromised.	
Related CSEPP Objectives:	4.1 Command and Control; 6.1 Communications Systems; 9.1 Emergency Public Information — Media; 9.2 Public Inquiries.	

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Task: Stand Up and Command the Initial Response Force **ID:** I-A-EOC-1
Stream: Hazard Mitigation
Element: Emergency Operations Center

Inputs: Initial reports of a chemical accident.

Conditions: IRF activation criteria; and knowledge of Army regulations, plans, and procedures.

Steps:

1. Stand up the initial response force (IRF) and assume the role of the IRF commander/federal on-scene coordinator (FOSC) (performed by the installation commander or designated representative).
2. Provide first response to the chemical accident until all Army obligations are met or until the IRF is integrated into a service response force.
3. Take operational control of resources (e.g., personnel, facilities, equipment) that are not essential for installation operations (performed by the IRF commander/FOSC).
4. Report IRF activation to higher, lower, and adjacent commands and agencies in accordance with established procedures.

Expected Outcomes: Command and control for the response are established, appropriate response assets are mobilized, and the Army chain of command knows that the IRF has been activated.

Consequences: Responders and support organizations do not operate outside the IRF structure.

Related CSEPP Objectives: 1.2 Alert and Mobilization of Emergency Personnel; 1.3 Facility Activation; 4.1 Command and Control; 6.1 Communications Systems; 15.1 Ability to Maintain 24-hour Operations.

Task: Perform Duties as the Federal On-scene Coordinator **ID:** I-A-EOC-2
Stream: Hazard Mitigation
Element: Installation Commander

Inputs: Initial reports of a chemical accident.

Conditions: Circumstances surrounding the chemical accident; and knowledge of the National Oil and Hazardous Substances Pollution Contingency Plan (NCP – 40 CFR 300), OSHA Hazardous Waste Operations and Emergency Response (29 CFR 1910.120), Army regulations, the installation CAIRA plan, and available communication systems.

Steps:

1. Determine that response to the agent release requires a DoD federal on-scene coordinator (FOSC) and assume those responsibilities (performed by the installation commander or qualified designated representative).
2. Make notifications of the assumption of FOSC duties to state and local governments the Army chain of command, other federal agencies, and the National Response Center (NRC) according to plans and procedures.
3. Appoint a deputy FOSC according to plans and procedures.
4. Ensure that emergency worker health is protected in compliance with 29 CFR 1910.120.
5. Coordinate assistance provided by federal agencies to state and local governments, including activating a federal response center to facilitate this coordination if necessary.
6. Notify and regularly consult with the U.S. EPA Regional Response Team.
7. Satisfy all requirements in the NCP for collecting and reporting events, decisions, responses, and costs pertaining to the chemical accident.
8. Ensure that all appropriate public and private interests are kept informed and that their concerns are considered throughout the response.
9. Arrange for all federal news releases or statements by participating agencies to be cleared through the FOSC.
10. Fulfill duties of the FOSC until all DoD obligations are met or until the IRF is integrated into an SRF. After mission transfer, have the SRF commander assume the role and responsibilities of the FOSC.

Expected Outcomes: The installation commander, as the FOSC, discharges all DoD obligations under the National Contingency Plan.

Consequences: State and local government officials, the Army chain of command, other federal agencies, and the NRC do not operate outside the NCP structure.

Related CSEPP Objectives: 1.2 Alert and Mobilization of Emergency Personnel; 4.1 Command and Control; 4.2 Supplementary Assistance; 15.1 Ability to Maintain 24-hour Operations.

Task: Direct and Control Response Operations **ID:** I-A-EOC-3
Stream: Hazard Mitigation
Element: Emergency Operations Center

Inputs: Reports from the accident site and the Forward Command Post (FCP).

Conditions: Time available; circumstances at the accident site; availability of trained emergency responders; the CAIRA plan; SOPs for field operations; IRF/SRF commander's priorities and direction; and knowledge of the OSHA Hazardous Waste Operations and Emergency Response (29 CFR 1910.120).

Steps:

1. Assist the FCP officer (FCPO) and FCP staff in developing action plans and alternate plans to confine, collect, and contain the release. Implement the plans as directed by the IRF commander.
2. Monitor communication between responders and the FCP. Receive reports regarding the status of confinement, collection, and containment operations. Make recommendations to the FCPO, the FCP staff, and the IRF commander regarding adjustments to these operations based on the situation presented.
3. Direct the dispatch of available additional responders if confinement, collection, and the containment of the release are beyond the capabilities of responders at the accident site.
4. Direct the dispatch of specialized responders (e.g., firefighters, EOD) if such assets are required to support confinement, collection, and the containment operations at the accident site.
5. With the FCPO and FCP staff, develop mitigation plans and alternate plans for approval by the IRF commander. Implement plans as directed by the IRF commander.
6. Monitor communication between responders and the FCP. Receive reports regarding the status of mitigation operations. Make recommendations to the FCPO, the FCP staff, and the IRF commander regarding adjustments to these operations on the basis of the situation.

Expected Outcomes: Direction and control of response activities are established. Activities of responders are properly coordinated to ensure maximum efficiency of response operations.

Consequences: The release is terminated at its source, eliminating further risk to the environment, workers, and general population.

Related CSEPP Objectives: 1.1 Initial Characterization and Notification of a CAI; 1.2 Alert and Mobilization of Emergency Personnel; 2.3 Continuing Chemical Event Hazard Assessment; 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems; 13.3 Security and Accountability.

Task: Request and Coordinate Additional Response Support **ID:** I-A-EOC-4
Stream: Hazard Mitigation
Element: Emergency Operations Center

Inputs: Reports from the accident scene or FCP identifying the need for personnel, supplies, and equipment for response operations;

Conditions: Available communication systems; availability of responders, availability of supplies and equipment; MOAs with other military installations; and plans and procedures.

Steps:

1. Solicit information about usage rates for supplies and equipment from the FCP and EOC staff.
2. Compare inventory of available supplies and equipment with known and projected requirements to support containment and mitigation operations. Identify shortfalls and priorities. Determine the most expedient sources for obtaining needed supplies and equipment.
3. Request all or part of the CAIRA Push Package or other DoD support packages as primary sources for supplies and equipment.
4. Solicit information about the need for additional trained responders (augmentees to the IRF) above those available from installation resources. Determine shortfalls and priorities. Determine the most expedient sources for obtaining IRF augmentees.
5. Under the authority of the IRF commander/FOSC, obtain IRF augmentees and emergency supplies and equipment from support installations in accordance with MOAs either by direct coordination with other military installations or by requests to the SBCCOM Operation Center. Incorporate these requests in the request for an SRF if desired.
6. Arrange for the receipt and internal distribution of supplies and equipment to sustain response operations.
7. Arrange for the arrival, transportation, messing, and lodging of IRF augmentees. Assign augmentees to tasks and shifts where they are most needed and consistent with their capabilities. Ensure augmentees understand that they are under the operational control of the IRF commander.

Expected Outcomes: Sufficient personnel, equipment, and supplies are available to contain and mitigate the hazard and to perform related support tasks.

Consequences: Response operations are sustained for the duration of the response to the chemical accident.

Related CSEPP Objectives: 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems; 13.4 Resupply of Chemical-Unique Materials; 15.1 Ability to Maintain 24-hour Operations.

Task: Direct and Coordinate Accident Scene Preservation **ID:** I-A-EOC-5
Stream: Hazard Mitigation
Element: Emergency Operations Center

Inputs: Reports from the accident site; response decisions and operations.

Conditions: Conditions at the accident site; and plans, procedures, and Army guidance on accident investigations.

Steps:

1. Provide advice and recommendations to the IRF commander and FCPO regarding what physical conditions to document and preserve at the accident scene (performed by the security officer, legal officer, safety officer, and environmental officer).
2. Consider accident scene preservation recommendations for directing and controlling containment and mitigation operations at the accident site. Ensure that the protection of lives and the environment has the highest priority (performed by the EOC staff, the FCPO, and FCP staff).
3. Arrange for documentation of conditions at the accident site to be as thorough as the situation allows throughout the response (performed by the EOC and FCP staff). Include eyewitness statements or sketches, photographs, audio recordings, video recordings, and other sources available.
4. Ensure all hand-written notes, duty logs, other documents, electronic records, records of decisions, and the like are collected and archived for a permanent record of the response (performed by the EOC and FCP staff).

Expected Outcomes: Conditions at the accident scene are recorded. Records that document the decisions and operations associated with the response are secured and preserved.

Consequences: Investigators can accurately determine the cause of the accident and make judgments regarding the effectiveness of the response. Investigations are not compromised by lack of evidence or suggestions of evidence tampering.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays.

Task:	Make Immediate Informal Accident Reports	ID: I-A-Field-1
Stream:	Hazard Mitigation	
Element:	Work Parties, Security Forces, or Facility Personnel	
Inputs:	Observations of witnesses; the accident scene.	
Conditions:	Time available; accident scene limitations (e.g., injuries, facility damage, fire, wreckage, etc.); work party, security team, and facility personnel composition; available communication systems; weather; and knowledge of plans and procedures.	
Steps:	<ol style="list-style-type: none">1. Quickly obtain information from witnesses that describes the accident, including:<ol style="list-style-type: none">a. accident location,b. time of the accident,c. number of injuries,d. description and nature of the accident scene (type of release), ande. agent and/or munition involvement.2. Communicate the information available to the witnesses to the appropriate operations center.	
Expected Outcomes:	Prompt and accurate (as possible) immediate informal report(s) from the accident scene.	
Consequences:	The EOC is able to analyze data, assess the seriousness of the accident, make an initial estimate of the accident's impact, and mobilize appropriate response elements.	

Related CSEPP Objectives: 1.1 Initial Characterization and Notification of a CAI; 6.1 Communications Systems.

Task: Secure the Accident Scene **ID:** I-A-Field-2
Stream: Hazard Mitigation
Element: Security Forces

Inputs: Local area alarms and restricted area sirens indicating a chemical accident in the storage area; identification of the accident scene security cordon and isolation perimeter; and deployment of emergency responders.

Conditions: Time available; available communications systems; availability of properly equipped security forces with vehicles; and Physical Security Plan and guard orders.

Steps:

1. Don respiratory protection and acknowledge alarm.
2. Survey area of responsibility, identify personnel other than first responders, and direct them to assembly points outside the chemical storage area.
3. Assist the relocation of workers, contractors, and visitors to ensure the security of the area.
4. Identify the boundaries of the isolation perimeter (performed by FCPO or senior responder).
5. Set up a security cordon around the isolation perimeter in accordance with the Physical Security Plan and orders.
6. Ensure that no guards are positioned inside the isolation perimeter unless they are dressed in appropriate PPE (performed by supervisors).
7. Set up and operate an emergency access control point (ACP) for all responders entering the security cordon.
8. Maintain accountability of all responders within the security cordon.
9. Report the status of security operations at regular intervals to the FCP and EOC staff according to local plans and procedures (performed by supervisors).
10. Relocate promptly if circumstances warrant change of the size or shape of the security cordon.

Expected Outcomes: The security cordon is established and enforced.

Consequences: Only appropriately protected and authorized personnel are allowed inside the security cordon.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 13.3 Security and Accountability.

Task: Establish and Provide Direction and Control at the Accident Scene **ID:** I-A-Field-3
Stream: Hazard Mitigation
Element: Forward Command Post

Inputs: Reports regarding the chemical accident; directions of the IRF commander.

Conditions: Time available; availability of Forward Command Post (FCP) personnel and equipment; available communication systems; and plans and procedures for FCP operations.

Steps:

1. Establish accident site control, following local plans and procedures (performed by the senior responder [e.g., fire chief, senior firefighter, safety officer]).
 - a. Define the initial isolation perimeter and contamination control areas (hot and warm zones, clean area) boundaries.
 - b. Select the initial FCP location.
 - c. Select the staging area location.
 - d. Make initial assessments and response assignments at the accident scene.
 - e. Organize and direct response elements.
 - f. Make initial situation reports to the EOC.
 - g. Provide a situation brief to the FCPO prior to transfer of direction and control.
2. Assume direction and control of response operation according to local plans and procedures (performed by the FCPO upon arrival).
3. Set up and operate the FCP according to local plans and procedures.
4. Following local plans and procedures, perform the following:
 - a. Ensure safety procedures are established and followed.
 - b. Direct response operations to bring the accident scene under control.
 - c. Identify locations for personnel and equipment decontamination sites.
 - d. Develop action plans and alternate plans appropriate to the situation.
 - e. Coordinate the actions of response elements.
 - f. Obtain and direct issue of equipment, personnel, and supplies needed to support response operations.
 - g. Adjust the isolation perimeter and contamination control area as the situation dictates.

Expected Outcomes: Activities of responders are properly coordinated to ensure maximum efficiency of response operations.

Consequences: Response operations neither result in needless damage to property or the environment nor cause injury or loss of life to responders.

Related CSEPP Objectives: 1.2 Alert and Mobilization of Emergency Personnel; 1.3 Facility Activation; 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays; 13.1 Emergency Worker Exposure Control; 13.2. Emergency Worker Decontamination; 13.3 Security and Accountability; 15.1 Ability to Maintain 24-hour Operations.

Task: Conduct Fire-fighting Operations at the Accident Scene **ID:** I-A-Field-4
Stream: Hazard Mitigation
Element: Installation Fire Department

Inputs: Initial reports of a chemical accident; the accident scene.

Conditions Time available; conditions at the accident scene; available communication systems; available firefighters; available fire-fighting equipment; plans, procedures, fire-fighting standards (e.g, NFA or NFPA standards), and regulations; and established contamination reduction area (CRA) and personal decontamination station (PDS).

Steps:

1. Deploy firefighters and fire-fighting equipment to the accident scene to extinguish or suppress fires and provide support to response operations, if appropriate.
2. Direct all fire-fighting activities (performed by the senior firefighter). If the FCPO is not present, assume direction and control for all response operations.
3. Don appropriate PPE prior to entering the contamination control area.
4. Extinguish or suppress fires at the accident scene by using good fire-fighting practices. Take care to avoid causing unnecessary migration of released agent. Do not fight fires involving explosives.
5. If there is no fire, direct firefighters to the designated staging area to wait for response support assignments according to local plans and procedures.
6. Begin vapor suppression activities when directed by the FCPO or the senior firefighter present.
7. Inform the FCP and/or EOC of the status of fire-fighting operations according to local plans or procedures.
8. Process firefighters and fire-fighting equipment through the CRA and PDS after completing operations in the hot zone.

Expected Outcomes: Fires at the accident scene are safely extinguished or suppressed. Additional equipment and staff are available for response operations.

Consequences: Response operations can be conducted without the additional risk imposed by fire.

Related CSEPP Objectives: 1.2 Alert and Mobilization of Emergency Personnel; 4.1 Command and Control; 6.1 Communications Systems; 13.1 Emergency Worker Exposure Control; 13.2 Emergency Worker Decontamination; 13.3 Security and Accountability.

Task: Conduct Release Control Operations **ID:** I-A-Field-5
Stream: Hazard Mitigation
Element: Response Work Teams

Inputs: Chemical agent released as a liquid spill, a vapor plume, or aerosol deposition; the accident scene.

Conditions: Time available; conditions at the accident scene; available communications systems; available chemical workers; available equipment and supplies; plans, procedures, and regulations regarding confining, collecting, and containing an agent release; and established contamination reduction area (CRA) and personal decontamination station (PDS).

Steps:

1. Assess the situation and develop a plan and alternate plans for confining, collecting, and containing the release (performed by the FCP staff and work party leaders).
2. Approve work plans prior to beginning release control operations (performed by the FCPO and/or IRF commander).
3. Don appropriate PPE before proceeding to the release location to begin release control operations.
4. Confine agent spills by diking, diversion, and inlet blocking.
5. Suppress vapor releases by using fire-fighting foam, hazardous materials foam, or other vapor barrier materials. Reapply foam as appropriate until the release stops vaporizing or the source is contained.
6. Apply sorbents and/or decontaminants to absorb and neutralize agent spills.
7. If the leak or spill is in a storage structure, close the door and install a filter unit on the rear vent.
8. Terminate the release by plugging, patching, or sealing the container/munition according to established procedures.
9. If munitions are damaged or exposed to abnormal environments (e.g., impact or fire), see that trained EOD specialists render the munitions safe before they are handled or packaged. Ensure that the IRF commander approves alternate techniques if EOD specialists cannot safely move or render the munitions safe by using standard procedures.
10. Overpack the container/munition, if appropriate, using established procedures.
11. Make periodic reports to the FCP and/or EOC regarding release control operations according to plans and procedures. Request additional personnel or equipment from the FCP and/or EOC as needed.
12. Process personnel and equipment through the CRA and PDS after completing operations in the hot zone.

Expected Outcomes: The migration of the agent release is limited to the smallest possible area. The release is terminated at its source.

Consequences: Further damage to property and the environment is prevented. The agent does not cause additional risk to workers and the public.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 13.1 Emergency Worker Exposure Control; 13.2 Emergency Worker Decontamination; 13.3 Security and Accountability 13.4 Resupply of Chemical-unique Materials; 15.1 Ability to Maintain 24-hour Operations.

Task: Stage Response Teams **ID:** I-A-Field-6
Stream: Hazard Mitigation
Element: Forward Command Post

Inputs: Arrival of responders and equipment; identified staging area.

Conditions: Time available; number of arriving responders and vehicles; quantity of supplies, and equipment; size of the staging area; plans and procedures; and directions from the FCP or EOC.

Steps:

1. Ensure that security forces, fire and rescue teams, medical personnel, chemical workers, EOD specialists, and other emergency responders promptly deploy to designated assembly or staging areas.
2. Perform preoperation checks and prepare PPE, vehicles, and equipment for assigned response activities.
3. Brief emergency responders on the status of response operations, provide safety directives, and give mission directives prior to being employed at the accident scene (performed by FCP staff or immediate supervisors).
4. Adjust responder readiness postures as response operations evolve, keeping them prepared to execute tasks on short notice. Relocate responders to different staging areas or have them partially don PPE as appropriate.

Expected Outcomes: Emergency responders are properly prepared and ready for employment.

Consequences: Release control and mitigation operations continue uninterrupted for the duration of the response.

Related CSEPP Objectives: 1.2 Alert and Mobilization of Emergency Personnel; 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems; 13.1 Emergency Worker Exposure Control; 13.4 Resupply of Chemical-unique Materials; 15.1 Ability to Maintain 24-hour Operations.

Task: Set Up and Operate the Personnel Decontamination Station **ID:** I-A-Field-7
Stream: Hazard Mitigation
Element: Decontamination Team

Inputs: Operations at the accident site.

Conditions: Time available; available personnel; available decontamination equipment; Army guidance, plans, and procedures regarding personal decontamination station (PDS) operations.

Steps:

1. Select a location for the PDS within the contamination reduction area (CRA, warm zone) that is large enough for efficient operations, is separate from equipment decontamination operations, has direct approaches from both the accident site and the staging area, and is between the hot line and contamination control line.
2. Set up the PDS according to Army guidance, local plans and procedures, and guidance from the FCP.
3. Confirm that sufficient personnel, materials, and supplies are available to assist responders exiting the accident site and to sustain personnel decontamination operations for the duration of the response.
4. Operate the PDS according to Army guidance, equipment instructions, and local plans and procedures.
5. Record the name, time, and method of decontamination; post decontamination monitoring results; and monitoring instrument used for all persons processed through the PDS.
6. Once exiting responders are through the PDS, ensure that they report to the staging area for rest, reequipping, and subsequent assignment to duty.
7. Make periodic reports to the FCP and/or EOC regarding PDS operations according to plans and procedures. Request additional personnel or equipment from the FCP and/or EOC as needed.

Expected Outcomes: Contaminated protective clothing remain at the accident scene. Personnel in the clean area are protected from contamination.

Consequences: Agent hazards are not spread beyond the contamination control line.

Related CSEPP Objectives: 13.1 Emergency Worker Exposure Control; 13.2 Emergency Worker Decontamination; 13.3 Security and Accountability; 13.4 Resupply of Chemical-unique Materials.

Task: Set Up and Operate the Equipment Decontamination Station **ID:** I-A-Field-8
Stream: Hazard Mitigation
Element: Decontamination Team

Inputs: Operations at the accident site.

Conditions: Time available; available personnel; available decontamination equipment; and Army guidance, plans, and procedures regarding equipment decontamination station (EDS) operations.

Steps:

1. Select a location for the EDS within the contamination reduction area (CRA, warm zone) that is large enough for efficient operations, is separate from personal decontamination operations, has direct approaches from both the accident site and the staging area, and is between the hot line and contamination control line.
2. Set up the EDS according to Army guidance, local plans and procedures, and guidance from the FCP.
3. Confirm that sufficient personnel, materials, and supplies are available to process equipment and materials from the accident site and to sustain equipment decontamination operations for the duration of the response.
4. Operate the EDS according to Army guidance, equipment instructions, and local plans and procedures.
5. Record a unique identifier for each item of equipment or container of material; record the time and method of decontamination; post decontamination monitoring results, and record the monitoring instrument used for all items processed through the EDS. Permanently mark these items with their decontamination status.
6. Periodically report to the FCP and/or EOC regarding EDS operations according to plans and procedures. Request additional personnel or equipment from the FCP and/or EOC as needed.

Expected Outcomes: Tools and equipment used inside the contamination control line remain at the accident site until decontamination is assured.

Consequences: Agent hazards are not spread beyond the contamination control line.

Related CSEPP Objectives: 13.1 Emergency Worker Exposure Control; 13.2 Emergency Worker Decontamination; 13.3 Security and Accountability; 13.4 Resupply of Chemical-unique Materials.

Task: Preserve the Accident Scene **ID:** I-A-Field-9
Stream: Hazard Mitigation
Element: Forward Command Post, Work Parties

Inputs: Reports from the accident site; response decisions and operations.

Conditions: Conditions at the accident site; plans, procedures, and Army guidance on accident investigations.

Steps:

1. Take all actions necessary to rescue victims, secure chemical material, and contain the release. Avoid disturbing equipment, materials, and conditions at the site other than what is required for rescue, security, containment, and decontamination.
2. Document conditions at the accident site as thoroughly as the situation allows throughout the response, including sketches, photographs, and audio or video recordings.
3. Document decisions and response activities made by responders in a permanent record as soon possible after leaving the site (performed by responders).
4. Document all decisions and response operations in a permanent record (performed by the FCP officer).

Expected Outcomes: Records that document the decisions and operations associated with the response are secured and preserved.

Consequences: Investigators can accurately determine the cause of the accident and make judgments regarding the effectiveness of the response. Investigations are not compromised by lack of evidence or suggestions of evidence tampering.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays.

Task: Direct and Control Distribution of Supplies and Equipment **ID:** I-A-Field-10
Stream: Hazard Mitigation
Element: Forward Command Post, Staging Area, Installation Facilities

Inputs: Requests supplies and equipment from the accident site.

Conditions: Available communication systems; availability of supplies and equipment; and plans and procedures.

Steps:

1. Dedicate available supplies, equipment, and vehicles to support release control and mitigation operations at the accident site.
2. According to local plans and procedures, test, inspect, and repackage supplies and equipment for issue to response teams at the accident site.
3. Issue supplies to responders on demand.
4. Track supply and equipment usage rates to forecast rates of issue and to accurately account for costs associated with the response. Factor contamination losses for durable and nonexpendable supplies and equipment used at the accident site when compiling usage rates. Report high supply and equipment issue rates to the EOC logistics staff.
5. Have equipment and vehicles identified for release control and mitigation operations prepared for use by motor pool or facility engineer personnel.

Expected Outcomes: Sufficient equipment, vehicles, and supplies are available to control and mitigate the release and to perform related support tasks.

Consequences: Release control and mitigation operations are sustained for the duration of the response to the chemical accident.

Related CSEPP Objectives: 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems; 13.4 Resupply of Chemical-unique Materials; 15.1 Ability to Maintain 24-hour Operations.

Task: Mitigate the Effects of the Agent Release **ID:** I-A-Field-11
Stream: Hazard Mitigation
Element: Forward Command Post, Work Parties

Inputs: Chemical agent contamination remaining at and around the accident site following release control operations; other contaminated equipment, supplies, and materials.

Conditions: Time available; conditions at the accident scene; available communications systems; available chemical workers; available equipment and supplies; plans, procedures, and regulations regarding mitigating the effects of an agent release and established contamination reduction area (CRA) and personal decontamination station (PDS).

Steps:

1. Ensure that work party leaders and the FCP staff assess the situation and develop plans and alternate plans for mitigating the effects of the release.
2. Ensure that the FCPO and/or IRF commander approve work plans before beginning mitigation operations.
3. Don appropriate PPE before proceeding to the release location to begin release control operations.
4. Following work plans and using established procedures, have chemical workers absorb, neutralize, or collect residual liquid agent and aerosol deposition at and around the accident site.
5. Have chemical workers collect and package contaminated equipment, decontamination by-products, materials, and soil at the accident site. (These items are subsequently processed through the CRA for appropriate disposal.)
6. If the release occurred in a storage structure, thoroughly decontaminate the structure.
7. As mitigation operations progress, monitor cleaned areas within the contamination control line and sample them for agent residue and hazardous decontamination by-products. Continue mitigation efforts until cleanliness standards have been met.
8. Record and archive monitoring and sampling results for response records.
9. Make periodic reports to the FCP and/or EOC regarding mitigation operations according to plans and procedures. Request additional personnel or equipment from the FCP and/or EOC as needed.
10. Have work process personnel and equipment process through the CRA and appropriate PDS or EDS after completing operations around the accident site.

Expected Outcomes: Contaminated materials are safely contained and disposed of in a safe and legal manner.

Consequences: The accident site is restored to an acceptable level of risk for access and future use.

Related CSEPP Objectives: 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems; 13.1 Emergency Worker Exposure Control; 13.2. Emergency Worker Decontamination; 13.3 Security and Accountability; 13.4 Resupply of Chemical-unique Materials; 15.1 Ability to Maintain 24-hour Operations.

Task: Activate, Expand, and Operate the EOC **ID:** II-A-EOC-1
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Initial reports of a chemical accident.

Conditions: Time available to notify EOC staff; time available for EOC staff to respond to the EOC; EOC facilities, EOC staff structure, operational status of communications systems; potential threats to the EOC from the chemical accident; and knowledge of plans and procedures.

Steps:

1. Activate or expand the installation EOC (performed by the commander or designated official).
2. Notify the EOC staff of the EOC's activation or expansion and provide them special instructions (e.g., safe route of travel or alternate location) to ensure prompt arrival.
3. Promptly report to the EOC.
4. Brief the EOC staff on the status of CAIRA operations upon their arrival and at regular intervals thereafter.
5. Post and distribute information about events and decisions within the EOC. Archive the information for subsequent analysis, investigation, or preparation of official reports.
6. Concurrently with EOC activation or expansion, establish and then maintain uninterrupted EOC facility safety and security, fully considering potential threats to the facility from the CAI.
7. Concurrently with EOC activation or expansion, confirm that EOC communications systems (primary, backup, and alternate) are operational. Maintain uninterrupted communications capability for the duration of the CAI. Immediately correct communication system malfunctions.
8. Plan for 24-hour operations to include publication of schedules that cover all shifts with adequate staff.
9. Maintain continuous EOC operations during rest, meal breaks, and shift changes. Conduct shift transition briefings in accordance with plans and procedures.

Expected Outcomes: The EOC achieves a full operational status quickly and maintains this level of effort for the duration of the response.

Consequences: Critical response operations are performed with no delays caused by lapses in EOC staffing, communications systems malfunctions, or shortfalls in facility capabilities.

Related CSEPP Objectives: 1.2 Alert and Mobilization of Emergency Personnel; 1.3 Facility Activation; 4.1 Command and Control; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays; 15.1 Ability to Maintain 24-hour Operations.

Task: Collect Input for Hazard Analysis **ID:** II-A-EOC-2
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Initial reports describing the accident (includes information about the hazards present, modes of release of agent, and potential for additional releases); periodic update of reports describing changes in the hazards posed by the accident; work plan information operating on an automated hazard prediction system; hazard description source documents; results from monitoring and sampling operations; and guidance from the IRF commander.

Conditions: Time available; available communications systems, meteorological monitoring system, and emergency management information system; changing conditions at the accident site; changing meteorological conditions; and knowledge of plans and procedures.

Steps:

1. Receive and confirm initial reports about the CAI.
2. Request additional information from the CAI site if it is needed to make an accurate initial hazard prediction.
3. Collect other information to help characterize the CAI (e.g., offsite meteorological information and readings from air monitoring devices).
4. Collect information about other hazards of concern (e.g., fire, explosives, other hazardous materials).
5. Continuously review collected data to determine if updated or additional information is needed to support the hazard analysis. Request the additional information as required.
6. Continuously monitor reports and other data for new or additional information that might change or refine the hazard analysis.
7. Archive all data in formats that allow for quick retrieval, subsequent analysis, investigation, and issuance of official reports.

Expected Outcomes: Hazard analysts are able to assess the seriousness of the CAI, make an initial estimate of the CAI's impact, and produce initial and subsequent hazard assessment and predictions.

Consequences: Production of hazard assessments and predictions is not delayed or compromised by incorrect or incomplete information.

Related CSEPP Objectives: 1.1 Initial Characterization and Notification of a CAI; 2.3 Continuing Chemical Event Hazard Assessment; 6.1 Communications Systems.

Task: Make Hazard Assessments and Predictions **ID:** II-A-EOC-3
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Data collected for making hazard assessments and predictions.

Conditions: Time available; available hazard analysis equipment; changing conditions at the accident site; changing meteorological conditions; guidance and priorities from the IRF commander; and knowledge of plans and procedures.

Steps:

1. Using available hazard analysis and prediction tools, determine the initial predicted hazard area (wedge). Analyses based on a library of cases or a prior approved daily work plan can be used if their parameters match information reported about the event.
2. Determine plume direction and length, populations-at-risk based on emergency planning zones or subzones, and appropriate protective action options so that the correct chemical event notification level (CENL) is selected and initial PARs and PADs can be made.
3. Support field operations by identifying areas to monitor at the CAI site to obtain additional information about the hazard.
4. Predict plume behavior (e.g., plume arrival time for a discreet receptor) to aid in protective action decision making
5. Produce new analyses in near real time to reflect changing conditions and site mitigation efforts.
6. Produce consequence management (“what if?”) analyses to aid in determining whether other populations might become at risk, appropriate protection options, and areas to conduct monitoring operations to validate the hypothetical situation.
7. Confirm the validity and reliability of model outputs.
8. Provide model and analysis results to surrounding communities as appropriate and according to local plans and procedures.

Expected Outcomes: Hazard area plots showing risk areas (1% lethality, no deaths, no effects, or AEGLs 2 and 3) and a predicted hazard area (wedge); identification of the population-at-risk; protective action options; monitoring guidance; and information about predicted plume behavior.

Consequences: Accurate protective action recommendations and decisions are made. Appropriate adjustments are made as conditions change.

Related CSEPP Objectives: 2.3 Continuing Chemical Event Hazard Assessment; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays.

Task: Recommend CENLs, PARs, and PADs **ID:** II-A-EOC-4
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Initial and subsequent hazard analyses identifying populations-at-risk.

Conditions: Time available; predetermined PAR/PAD agreements; CAIRA plans describing on-post PAD options; SOPs for EOC operations; and alert and notification MOAs with adjacent community governments.

Steps:

1. Review the hazard prediction system outputs and select the appropriate chemical event notification level (CENL).
2. Select the optimum protective action recommendation (PAR) for off-post jurisdictions.
3. Select the optimum protective action decision (PAD) for on-post areas.
4. Present suggested PARs and PADs to the IRF commander or designated representative.
5. Repeat the above steps (all performed by hazard analysts) when new information is modeled, thus proposing the adjustment or cancellation of CENLs, PARs, and PADs when appropriate, including the ventilation or exit from shelters promptly following passage of vapor plumes.

Expected Outcomes: Accurate recommendations for the CENL and optimum PARs and PADs are provided to the IRF commander or designated representative. Recommendations to adjust or cancel CENLs, PARs, and PADs are made as conditions warrant.

Consequences: The IRF commander or designated representative makes the PAD for the installation and communicates a PAR for affected off-post jurisdictions to the appropriate notification points within published time limitations.

Related CSEPP Objectives: 2.1 Classification of Chemical Event Notification Levels; 2.3 Continuing Chemical Event Hazard Assessment; 3.1 Recommendation of Appropriate Protective Action; 3.2 Protective Action Decision Making.

Task: Decide On-post PAD **ID:** II-A-EOC-5
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Hazard analysis results; hazard analyst recommendations.

Conditions: Time available; and CAIRA plan describing on-post protective action decision (PAD) options.

Steps:

1. Review the hazard analysis results and PAD recommendations made by the hazard analysts and confirm that they are consistent with the information about the event and current meteorology (all steps performed by the IRF commander or designated representative).
2. Consider consequence management scenarios to determine their influence on the PAD for the post population.
3. Decide the PAD for the on-post area.
4. Declare the on-post PAD in clear and unambiguous terms, so there is no uncertainty about what decision is to be implemented.
5. Personally confirm that orders implementing the PAD are consistent with the decision.
6. Adjust or cancel the PAD as appropriate after considering new hazard analyses.

Expected Outcomes: The IRF commander or designated representative decides the optimum PAD for on-post activities and announces the decision for implementation.

Consequences: No delays occur in the implementation of appropriate PADs on-post as a result of indecision or confusion about the PAD.

Related CSEPP Objectives: 1.1 Initial Characterization and Notification of a CAI; 2.1 Classification of Chemical Event Notification Levels; 3.2 Protective Action Decision Making.

Task: Decide CENL and Off-post PAR **ID:** II-A-EOC-6
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Hazard analysis results; hazard analyst recommendations and predetermined protective action recommendation agreements.

Conditions: Time available; CAIRA plan and MOAs describing the chemical emergency notification level (CENL) and off-post protective action recommendation (PAR) options.

Steps:

1. Review the hazard analysis results and the CENL and off-post PAR recommended by hazard analysts and confirm that they are consistent with the information about the event and current meteorology (all steps performed by the IRF commander or designated representative).
2. Consider consequence management scenarios to determine their influence on the PAR for the off-post population.
3. Decide the PAR for the off-post area.
4. Declare the CENL and off-post PAR in clear and unambiguous terms, so there is no uncertainty about what recommendation is to be implemented.
5. Adjust or cancel the CENL and PAR as appropriate after considering new hazard analyses.

Expected Outcomes: The IRF commander or designated representative decides the optimum PAR for off-post jurisdictions and announces the recommendation for implementation.

Consequences: No delays occur in the implementation of appropriate PARs off-post as a result of indecision or confusion about the PAR.

Related CSEPP Objectives: 1.1 Initial Characterization and Notification of a CAI; 2.1 Classification of Chemical Event Notification Levels; 3.2 Protective Action Decision Making.

Task: Notify Off-post, 24-hour Warning Points or EOCs **ID:** II-A-EOC-7
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Decisions by the IRF commander or designated representative on CENL and off-post PARs.

Conditions: Time available; available communications systems; and plans, procedures, and MOAs for off-post alert and notification

Steps:

1. In accordance with applicable local agreements, make a “heads up” call, as appropriate, to the off-post, 24-hour warning points or EOCs to alert them to the possibility that a chemical event might have occurred. (Note: Unless this call includes a CENL and PAR, it does **not** satisfy chemical event notification requirements. Also, it does **not** start the notification time clock.)
2. Using locally established notification protocols, contact the off-post, 24-hour warning points or EOCs and notify them that a chemical event has actually or possibly occurred. Provide the CENL and the PAR for affected jurisdictions. Provide any other descriptive information required by local agreements.
3. During the notification process, answer appropriate questions with the best available information.
4. As soon as possible, confirm telephone or radio notifications by faxing a copy of the notification information to the off-post, 24-hour warning points and EOCs.
5. Using an approved automated emergency management information system, send a system-wide chemical event warning.
6. Repeat these steps for each change or cancellation of a CENL or PAR.

Expected Outcomes: The off-post, 24-hour warning points or EOCs are notified of the CENL and PAR within prescribed time limits.

Consequences: Off-post response operations are started. Local government officials make timely protective action decisions to protect the public from the effects of a chemical agent plume.

Related CSEPP Objectives: 1.1 Initial Characterization and Notification of a CAI; 3.1 Recommendation of Appropriate Protective Actions; 6.1 Communication Systems.

Task: Notify Government Agencies and Officials **ID:** II-A-EOC-8
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Reports describing the accident; decisions on chemical emergency notification levels (CENLs) and off-post protective action recommendations (PARs).

Conditions: Time available; available communications systems; and knowledge of plans, procedures, laws, regulations, and MOAs/MOUs.

Steps:

1. Make initial and follow-up notifications to local, state, and federal government agencies (e.g., the state's environmental protection agency) as required by MOA/MOU, regulations, the National Contingency Plan, the Federal Response Plan, or law.
2. As soon as practical, contact the governor's office and local congressional offices and inform them of the situation.
3. Unless precluded by health and safety considerations, notify local government officials of significant changes to the situation before issuing press releases concerning the chemical event.
4. Unless precluded by health and safety considerations, notify the governor's office and local congressional offices of significant changes to the situation before issuing press releases concerning the chemical event.

Expected Outcomes: Federal, state, and local notification requirements are fulfilled. The governor, local government officials, and local congressional offices are informed about the chemical event and significant changes to the situation before the media and the public.

Consequences: Local government officials and congressional offices have correct information direct from the Army. Their credibility as being responsible for public health and safety is not compromised.

Related CSEPP Objectives: 1.1 Initial Characterization and Notification of a CAI; 6.1 Communications Systems; 9.1 Emergency Public Information — Media.

Task: Report Events and Decisions to Higher Headquarters **ID:** II-A-EOC-9
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Reports describing the accident; status of the installation's response assets and efforts; the effects of the chemical accident on-post and off-post; and proposed media releases.

Conditions: Time available; available communications systems; reporting guidance published by higher headquarters; and reporting guidance in the CAIRA plan.

Steps:

1. Prepare reports for submission to higher headquarters in accordance with guidance as to content (performed by the EOC staff).
2. Review and approve reports before they are submitted (performed by the IRF commander or designated representative).
3. Send the approved reports by the prescribed mode (e.g., by telephone, e-mail, or fax, or electronically) in time to meet established deadlines.
4. Repeat steps as necessary to satisfy requirements for periodic situation reports.

Expected Outcomes: Reports submitted to higher headquarters are complete, comprehensive, and on time.

Consequences: Higher headquarters are kept well informed about the chemical accident and the Army response.

Related CSEPP Objectives: 1.1 Initial Characterization and Notification of a CAI; 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communication Systems.

Task: Set Up Monitoring and Sampling Equipment **ID:** II-A-Field-1
Stream: Hazard Analysis
Element: Monitoring and Sampling Team

Inputs: Monitoring and sampling requests from the accident site; and approved request for response phase monitoring from off-post jurisdictions.

Conditions: Time available; available communications systems; available monitoring and sampling equipment; available monitoring and sampling teams; available laboratory support; plans and procedures; and MOAs/MOUs regarding off-post response phase monitoring and sampling.

Steps:

1. Perform preoperation checks of vehicles, equipment, and systems.
2. Inventory materials, supplies, and consumables to ensure that everything needed to support operations is readily available.
3. Bring all vehicles and equipment needed for field operations to operating status; calibrate the monitoring equipment.
4. Establish reliable communication with the hazard analysts who are coordinating the monitoring and sampling operations.

Expected Outcomes: Monitoring and sampling equipment is operational and ready for deployment when needed. Reliable communication is established between field teams and hazard analysts.

Consequences: Monitoring and sampling operations begin promptly after hazard analysts assign missions to field teams. Monitoring and sampling operations are not delayed or interrupted by preventable problems with vehicles, equipment, or supplies.

Related CSEPP Objectives: 2.2 Agent Detection, Monitoring, and Sampling; 6.1 Communications Systems.

Task:	Coordinate Monitoring and Sampling Operations	ID: II-A-EOC-10
Stream:	Hazard Analysis	
Element:	Emergency Operations Center	

Inputs: Hazard analysis results showing predicted vapor hazard, liquid spill, and aerosol deposition areas; monitoring and sampling requests from the accident site; and approved request for response phase monitoring from off-post jurisdictions.

Conditions: Time available; available communications systems; available monitoring and sampling equipment; available monitoring and sampling teams; available laboratory support; meteorological and topographical conditions; physical constraints at monitoring and sampling locations; plans and procedures; and MOAs/MOUs regarding off-post response phase monitoring and sampling.

Steps:

1. Develop a wide area monitoring and sampling plan that (1) incorporates approved off-post monitoring and sampling requests, (2) provides for sample chain-of-custody and independent confirmation of sample results, and (3) is consistent with hazard analysis results.
2. Coordinate with field locations and off-post jurisdictions to determine safe routes to monitoring and sampling locations.
3. Determine if off-post, third-party observers will accompany monitoring and sampling teams and coordinate meeting up with the teams.
4. Dispatch monitoring and sampling teams in support of field operations (e.g., site decontamination and PDS operations).
5. Dispatch monitoring and sampling teams in accordance with the wide area monitoring and sampling plan. Provide dispatch instructions that include safe routes to each monitoring and sampling location and instructions regarding the authority to access public and private property in off-post areas.
6. Track the deployment of all monitoring and sampling teams.
7. Make arrangements for laboratory testing of samples.
8. Obtain hard-copy sampling assay results from laboratories.
9. Redeploy monitoring and sampling teams based on results of monitoring, sampling, and laboratory analysis or changes in priorities made by the IRF commander.
10. Coordinate with off-post jurisdictions for the return of deployed monitoring assets. Pay special attention to those that may have become contaminated during monitoring and sampling operations.
11. Store monitoring and sampling results in a hazard assessment and prediction database.

Expected Outcomes: Monitoring and sampling teams are deployed to the correct locations to collect information that accurately characterizes the hazard area.

Consequences: Monitoring and sampling results are available to make decisions about protecting emergency responders and populations-at-risk, site mitigation, and reentry.

Related CSEPP Objectives: 2.2 Agent Detection, Monitoring, and Sampling; 2.3 Continuing Chemical Event Hazard Assessment; 6.1 Communications Systems.

Task: Conduct Monitoring and Sampling Operations **ID:** II-A-Field-2
Stream: Hazard Analysis
Element: Monitoring and Sampling Teams

Inputs: Instructions from hazard analysts to monitor and sample for the presence of liquid agent, aerosol deposition, or agent vapor.

Conditions: Time available; available communications systems; available monitoring and sampling equipment; available monitoring and sampling teams; available position locating tools; meteorological and topographical conditions; physical constraints at monitoring and sampling locations; plans and procedures; and MOAs/MOUs regarding off-post response phase monitoring and sampling.

Steps:

1. Proceed to designated monitoring or sampling locations by the designated safe route.
2. Using available position locating tools, ensure the team is at the correct monitoring or sampling point prior to starting operations.
3. Using proper collection and documentation techniques, conduct monitoring and sampling operations.
4. During sampling operations, follow packaging and labeling protocols, maintain sample chain-of-custody, and avoid cross-contamination. If applicable, allow for verification of sample authenticity and credibility by independent third-party observers during the collection process.
5. Validate monitoring results in the field according to monitoring protocols.
6. Assay samples in the field according to sample collection protocols.
7. Deliver samples for assay to approved laboratories according to sample collection and analysis protocols.

Expected Outcomes: Monitoring and sampling teams collect authentic, credible information regarding chemical agent hazards.

Consequences: Monitoring and sampling information is not compromised by lack of authenticity or credibility.

Related CSEPP Objectives: 2.2 Agent Detection, Monitoring, and Sampling; 2.3 Continuing Chemical Event Hazard Assessment.

Task: Report Results of Monitoring and Sampling Operations **ID:** II-A-Field-3
Stream: Hazard Analysis
Element: Monitoring and Sampling Teams

Inputs: Data from monitoring and sampling operations

Conditions: Available communication systems; data types for monitoring and sampling results; plans and procedures; and MOAs/MOUs regarding off-post response phase monitoring and sampling.

Steps:

1. Communicate the results of on-post monitoring and sampling operations to hazard analysts at the installation EOC according to established procedures and protocols.
2. Communicate the results of off-post monitoring and sampling operations according to MOAs/MOUs for off-post response phase monitoring.
3. Communicate the results of monitoring and sampling operations to independent third parties for validation if required by monitoring and sampling protocols or agreements.
4. Upon return from the field, immediately provide hazard analysts at the installation EOC with documentation from *all* field monitoring and sampling operations for validation and verification of records according to established plans and procedures.
5. Archive original field reports to enable future retrieval for follow-on analyses, accident investigations, and official reports.

Expected Outcomes: Data collected by the monitoring and sampling teams is communicated promptly to hazard analysts.

Consequences: Decisions about protecting the emergency responders, the populations-at-risk, and the environment are not delayed because reports from field monitoring and sampling teams are delayed.

Related CSEPP Objectives: 2.2 Agent Detection, Monitoring, and Sampling; 2.3 Continuing Chemical Event Hazard Assessment; 6.1 Communications Systems.

Task: Provide High-level Briefings **ID:** II-A-EOC-11
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Reports describing the chemical accident; status of the IRF's response assets and efforts; reports of the impact of the chemical accident both on-post and off-post; and requests for high-level briefings.

Conditions: Time available; doubts or confusion about the Army response; and plans and procedures.

Steps:

1. As soon as practical, provide an initial situation briefing to higher level Army commanders (e.g., SBCCOM and AMC) (performed by the IRF commander).
2. As the response evolves, as circumstances change in significant ways, or on an established schedule, give follow-on situation briefings to higher level Army commanders (performed by the IRF commander).
3. If requested and on a case-by-case basis, provide situation briefs to congressional staffs and senior federal, state, and local officials (performed by the IRF commander/federal on-scene coordinator).
4. During transfer of military command and control from the IRF commander to the SRF commander, provide information briefings to the SRF commander and advanced party, following guidelines in the SRF response plan.

Expected Outcomes: Briefings and presentations are accurate, timely, interactive, and appropriate to the level of the audience being briefed. Army leadership and response to the chemical emergency are perceived as competent and confident by the recipients of the information.

Consequences: Minimal high-level misunderstanding and criticism of Army operations occur during the critical initial response to a chemical accident.

Related CSEPP Objectives: 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays; 9.1 Emergency Public Information — Media.

Task: Make On-post Reentry Decisions **ID:** II-A-EOC-12
Stream: Hazard Analysis
Element: Emergency Operations Center

Inputs: Results of on-post monitoring and sampling; results of “ground truth” modeling to predict agent vapor dispersion and aerosol deposition possibilities; and status of site mitigation operations.

Conditions: Time available; evacuated or relocated on-post areas and facilities; a need to expedite site mitigation operations; and CAIRA plan and concepts of expediting site mitigation using installation capabilities to the maximum.

Steps:

1. Determine which on-post areas and facilities are actually at risk from the effects of the chemical accident (the “ground truth” hazard area) (performed by hazard analysts).
2. Make recommendations to the IRF commander or designated representative to allow reentry into on-post areas and facilities that were evacuated unnecessarily because of earlier, more conservative assessments of the hazard (performed by hazard analysts).
3. Decide when and how to permit reentry into these safe areas and facilities (performed by the IRF commander or designated official).
4. Issue directions to allow reentry into these safe areas and facilities promptly, thus making them available to support and expedite site mitigation operations (performed by the EOC staff).

Expected Outcomes: Evacuated or relocated workers are permitted to re-enter on-post areas that do not present a chemical agent hazard in order to support mitigation activities with all available installation capabilities.

Consequences: Site mitigation is not delayed because on-post areas and facilities remain unnecessarily evacuated.

Related CSEPP Objectives: 2.3 Continuing Chemical Event Hazard Assessment; 3.2 Protective Action Decision Making; 4.1 Command and Control; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems.

Task: Activate On-post Indoor and Outdoor Warning Systems **ID:** III-A-EOC-1
Stream: Population Warning
Element: Emergency Operations Center

Inputs: Installation protective action decision.

Conditions: Time limitations; available staff; available indoor and outdoor warning systems; warning system technical limitations; and knowledge of plans, procedures, and MOAs/MOUs.

Steps:

1. Select the appropriate pre-scripted warning message or prepare an *ad hoc* warning message to be broadcast over indoor (typically a tone alert radio) or outdoor (typically a siren/public address system) warning systems. If a location other than the EOC (e.g., fire department, security supervisor, or off-post warning point) activates the warning systems, ensure the staff know the appropriate warning messages to be broadcast.
2. Activate indoor and outdoor systems with sufficient lead time so that initial warning is completed within 8 minutes of the PAD being determined.
3. Activate auxiliary warning systems and devices. If a location other than the EOC (e.g., PAO) activates auxiliary warning systems and devices, ensure the staff know the appropriate warning messages to be broadcast.
4. Confirm that the warning systems have functioned and have broadcast the appropriate warning messages in all affected sectors or zones. Immediately notify the IRF commander of any failure of primary warning systems or devices.
5. Immediately activate backup warning systems to cover any zone or sector where warning systems or devices failed. Backup systems include route alerting by security forces, and notification by radio and telephone to selected facilities. Notification messages on backup systems and devices will be specific to the sectors or zones affected.
6. Reactivate primary on-post warning systems with appropriate notification messages at least every 12 minutes for the first hour and every 20 minutes thereafter, as long as there is danger in the affected areas, unless directed otherwise by the IRF commander.

Expected Outcomes:

All persons initially in the isolation perimeter and the predicted hazard area (wedge) are instructed on protective actions appropriate for their specific location within 8 minutes of the PAD.

Consequences: The on-post population takes protective actions. The on-post population is protected from the effects of exposure to chemical agents.

Related CSEPP Objectives: 4.1 Command and Control; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems.

Task: Direct and Control Protection of the On-post General Population **ID:** IV-A-EOC-1
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: PAD for the installation; warning provided to the general population-at-risk; selected evacuation routes; and pertinent maps, diagrams, and plans.

Conditions: Time available; available communication systems; available security forces, vehicles, and barricades; availability and condition of on-post evacuation routes; available transportation assets; warning information given to the post population; MOAs/MOUs with off-post jurisdictions regarding evacuation of post population; preselected TCPs, assembly points, and evacuation routes; and situations at variance with assumptions in plans and procedures.

Steps:

1. Inform security forces and field supervisors of areas and facilities to be sheltered in-place or evacuated, the priorities for evacuation, the location of assembly points, and the time available.
2. Confirm that the post population was alerted and given correct, specific sheltering and evacuation instructions. Activate backup systems in case the primary alert and warning systems fail.
3. Coordinate post evacuation routes with off-post authorities.
4. Receive accountability and protection status reports from security forces, field supervisors, and the Forward Command Post.
5. Direct and coordinate additional assistance as required.
6. Provide the IRF commander with situation reports, paying particular attention to reports of exposures or unaccounted persons.
7. Determine when it is appropriate for the sheltered population to evacuate their shelters and begin subsequent evacuation.
8. Adjust the assembly points, evacuation routes, TCPs, and ACPs to accommodate unforeseen events and to facilitate reentry when this is authorized.

Expected Outcomes: Appropriate installation support is provided for protecting the general on-post population until all personnel are safe and accounted for.

Consequences: No unprotected on-post persons are exposed to hazards from the chemical event.

Related CSEPP Objectives: 4.1 Command and Control; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems; 8.1 Traffic and Access Control.

Task: Direct and Control Protection of the On-post, At-Risk Population **ID:** IV-A-EOC-2
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: PAD for the installation; warning provided to the on-post population-at-risk; selected evacuation routes; pertinent maps, diagrams, and plans.

Conditions: Time available; available communication systems; available security forces, vehicles, and barricades; availability and condition of on-post evacuation routes; available transportation assets; warning information given to the post population; MOAs/MOUs with off-post jurisdictions regarding evacuation of post population; preselected TCPs, assembly points and evacuation routes; situations at variance with assumptions in plans and procedures; and population's familiarity with evacuation plans and procedures.

Steps:

1. Tell the EOC staff who was inside the isolation perimeter when the event occurred. Have EOC staff solicit this information if it is not provided (performed by security forces and field supervisors).
2. Confirm that the post population inside the isolation perimeter and predicted hazard area (wedge) was alerted and given correct, specific sheltering and evacuation instructions. Activate backup systems in case the primary alert and warning system fails.
3. Coordinate post evacuation routes with off-post authorities.
4. Receive accountability and protection status reports for the population inside the isolation perimeter, security cordon, and predicted hazard area (wedge) from security forces, field supervisors, and the Forward Command Post.
5. Direct and coordinate additional assistance as required.
6. Provide the IRF commander with situation reports, paying particular attention to reports of exposures or unaccounted persons.
7. Determines when it is appropriate for the sheltered population to evacuate their shelters and begin subsequent evacuation.
8. Adjust the assembly points, evacuation routes, TCPs, and ACPs to accommodate unforeseen events and to facilitate reentry when authorized.

Expected Outcomes: Appropriate installation support is provided for protecting the on-post population inside the isolation perimeter and predicted hazard area (wedge) until all personnel are safe and accounted for. No persons remain inside the isolation perimeter and predicted hazard area (wedge), except for authorized emergency responders.

Consequences: No unprotected on-post persons are exposed to hazards from the chemical event.

Related CSEPP Objectives: 4.1 Command and Control; 5.1 Alert and Notification of the Public; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems; 8.1 Traffic and Access Control.

Task: Direct and Control Protection of Special Populations **ID:** IV-A-EOC-3
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: PAD to evacuate all or part of special post populations; alert and warning of special populations.

Conditions: Time available; available communication systems; available security forces, vehicles, and barricades; availability and condition of on-post evacuation routes; available transportation assets; warning information given to the post population; MOAs/MOUs with off-post jurisdictions regarding evacuation of post population; preselected TCPs, assembly points, and evacuation routes; and situations at variance with assumptions in plans and procedures.

Steps:

1. Inform points of contact at on-post special facilities (e.g., schools, day-care centers, clinics, hospitals) whether they are to shelter-in-place or evacuate, the priorities for evacuation, the location of assembly points, and the time available.
2. Coordinate post evacuation routes with off-post authorities.
3. Receive accountability and protection status reports from special facility points of contact according to plans and procedures.
4. Direct and coordinate additional assistance as required.
5. Provide the IRF commander with situation reports, paying particular attention to reports of exposures or unaccounted persons.
6. Determine when it is appropriate for the sheltered population to evacuate their shelters and begin subsequent evacuation.
7. Adjust the assembly points, evacuation routes, TCPs, and ACPs to accommodate unforeseen events and to facilitate reentry when authorized.

Expected Outcomes: Appropriate installation support is provided for protecting on-post special populations until all persons are safe and accounted for.

Consequences: No unprotected on-post special populations are exposed to hazards from the chemical event.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 7.1 Protective Action Implementation for Special Populations; 7.2 Protective Action Implementation for Schools; 8.1 Traffic and Access Control.

Task: Provide Transportation to Evacuate the Post Population **ID:** IV-A-EOC-4
Stream: Protective Action Implementation
Element: Emergency Operations Center

Inputs: Decision to evacuate all or part of the post; requests from the post population for transportation assistance.

Conditions: Time available; available supplemental transportation assets; MOAs/MOUs or contracts to provide evacuation transport vehicles and drivers; and plans and procedures.

Steps:

1. Activate the evacuation transportation plan.
2. Determine the number of transportation-dependent people from security forces or field supervisors.
3. Determine availability of transportation/motor pool assets (vehicles and drivers) for evacuation support. If additional support is required, obtain contract or other support according to plans and procedures.
4. If not previously accomplished, coordinate with local jurisdictions for safe evacuation routes and reception center or shelter locations
5. Direct supplemental transportation assets to pre-designated or *ad hoc* assembly points, identifying safe travel routes.
6. See that drivers ensure that vehicles are in serviceable condition and have adequate fuel to support the mission prior to leaving for assembly points. Configure vehicles to accommodate special populations, as required.
7. At the assembly points, form evacuation convoys composed of personal and Army vehicles. Give drivers a premovement brief and provide appropriate maps and communications equipment. Conduct a communications check.
8. Load vehicles, accounting for all passengers by a vehicle manifest or some other positive means that allows for tracking the evacuees as the evacuation effort proceeds.
9. Inform local jurisdiction when the evacuation has started.
10. Receive reports when evacuees have arrived at designated reception centers or shelters.

Expected Outcomes: Sufficient transport vehicles and drivers are available where and when needed to evacuate all or part of the on-post population to a safe location.

Consequences: No on-post persons are unable to evacuate because of a lack of transportation.

Related CSEPP Objectives: 1.2 Alert and Mobilization of Emergency Personnel; 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Command and Control; 7.1 Protective Action Implementation for Special Populations.

Task: Account for Personnel at and around the Accident Site **ID:** IV-A-Field-1
Stream: Protective Action Implementation
Element: Security Forces

Inputs: Alert and warning to the population-at-risk; guard orders; establishment of a Field Command Post; identification of the isolation perimeter, security cordon, and predicted hazard area (wedge); and deployment of emergency responders.

Conditions: Time available; available communications systems; available security forces and vehicles; and extent of information given to post population via alert and warning systems.

Steps:

1. Instruct security forces within and around the chemical storage area to don respiratory protection and relocate to positions outside of the isolation perimeter and predicted hazard area (wedge) (performed by security supervisor).
2. Activate backup alert and notification systems within and around the chemical storage area (performed by security supervisor).
3. Establish an exit control point for all personnel working within the chemical storage area to account for their departure under emergency security procedures. See that other persons working outside of the chemical storage area proceed directly to evacuation assembly points or routes (all performed by security guards).
4. Direct nonessential persons out of the isolation perimeter, security cordon, and predicted hazard area (wedge), and account for their departure (performed by security guards).
5. Take immediate action to treat and arrange transport for known or potential agent exposure victims (performed by security guards).
6. Report the status of accountability operations at regular intervals to the EOC staff (performed by security supervisor).

Expected Outcomes: The on-post population working in and around the chemical storage area is accounted for and evacuated safely.

Consequences: No unprotected persons within and around the chemical storage area are exposed to hazards from the chemical event.

Related CSEPP Objectives: 13.1 Emergency Worker Exposure Control.

Task: Assemble, Screen, and Account for the On-post Population **ID:** IV-A-Field-2
Stream: Protective Action Implementation
Element: On-post Offices, Work Areas, and Facilities

Inputs: Alert and warning to the population-at-risk; instructions to supervisors and points of contact to evacuate all or part of the post.

Conditions: Time available; available communication systems; available security forces, vehicles, and barricades; available supervisor and points of contact; available transportation assets; warning information given to the post population; MOAs/MOUs with off-post jurisdictions regarding evacuation of post population; preselected TCPs, assembly points and evacuation routes; criteria for screening the post population; and situations at variance with assumptions in plans and procedures.

Steps:

1. Activate local area alarms to complement the alert and notification systems.
2. Open or activate assembly points for personnel in their facility or area of responsibility.
3. Account for all personnel by name and category (i.e., employee, visitor, contractor, or resident).
4. Identify and attempt to locate and warn unaccounted for persons.
5. Report the accountability and status of each category of personnel in their area or facility to the EOC staff according to plans or procedures.
6. Screen personnel for potential for agent exposure, based on location when the release occurred, travel to the assembly point, and give presenting symptoms of exposure.
7. Take immediate action to treat and arrange transport for known or potential agent exposure victims.
8. Oversee shelter in-place procedures, as appropriate.
9. Direct unaffected personnel to appropriate safe locations via approved evacuation routes. (All steps performed by supervisors or points of contact).

Expected Outcomes: The on-post population is accounted for and screened for agent exposure. The on-post population is ready to evacuate when directed.

Consequences: No unprotected on-post persons are exposed to hazards from the chemical event.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 14.1 Screening Evacuees for Agent Contamination.

Task: Control On-post Population Movement, Exit, and Entry **ID:** IV-A-Field-3
Stream: Protective Action Implementation
Element: Security Forces

Inputs: Alert and warning to the population-at-risk; move to evacuate the population-at-risk; instructions to security forces from security supervisors or EOC staff to evacuate all or part of the post.

Conditions: Time available; available communications systems; available security forces, vehicles, and barricades; availability and condition of on-post evacuation routes; extent of information given to post population via alert and notification systems; availability of open and safe routes to appropriate safe locations; evacuation plans and maps; guard orders; and preselected traffic control points (TCPs), assembly points, and evacuation routes.

Steps:

1. Deploy to predesignated or *ad hoc* TCPs as instructed, avoiding potentially hazardous areas en route.
2. Don PPE, if needed. Set up TCPs or barricades promptly at the proper location, consistent with the areas and facilities to be evacuated, the priorities for evacuation, and the time available.
3. Make communications checks and report operational status to the appropriate security supervisor or EOC staff. Make follow-up reports at regular intervals according to plans and procedures.
4. Give appropriate instructions to evacuees and expedite their movement to safe locations. Give priority to emergency vehicles.
5. Take immediate action to report, treat, and arrange transport for known or potential agent exposure victims.
6. Prohibit unauthorized entry into safety zones and expedite authorized responder access to the accident site.
7. Promptly relocate the TCP if circumstances warrant change of evacuation routes.
8. Control the authorized reentry to areas and facilities when reentry is permitted.

Expected Outcomes: Staffed TCPs and unstaffed barricades are in place in time to expedite the prompt and orderly evacuation of the areas and facilities affected by the PAD. Access to hazardous areas is prevented. The entire on-post population-at-risk is evacuated safely.

Consequences: No unprotected on-post persons are exposed to hazards from the chemical event.

Related CSEPP Objectives: 6.1 Communications Systems; 8.1 Traffic and Access Control.

Task: Provide Immediate Emergency Aid at the CAI Site **ID:** V-A-Field-1
Stream: Victim Care
Element: Nonmedical First Responders, Work Parties, Security Teams

Inputs: Contaminated or potentially contaminated, exposed or potentially exposed, and injured workers, responders, contractors, or visitors at the CAI site or in the on-post safety restricted area or projected hazard area (wedge).

Conditions: Time available; incident scene limitations (e.g., facility damage, fire, wreckage, number of victims); nature and extent of illness, injury, contamination, or exposure; availability of trained and equipped nonmedical emergency responders; available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Perform immediate self-aid and buddy-aid (victims and coworkers), continuing until medical response teams assume treatment, including:
 - a. donning PPE, as appropriate;
 - b. moving victims from the immediate danger area, as the situation allows;
 - c. providing the ABC (airway, breathing, circulation) or CPR, controlling blood loss, supporting fractures, and administering antidotes; and
 - d. removing gross contamination from the victim's exposed skin and PPE.
2. Move victims to the victim transfer point or decontamination station in the contamination reduction area, continuing life-support and first-aid treatment during movement.
3. If a personnel decontamination station is not established, conduct expedient decontamination, following decontamination protocols as closely as possible.
4. Arrange victims for immediate triage by the medical response team upon completion of decontamination procedures.
5. Victims and nonmedical responders contribute to patient history, with particular attention given to the agent antidote regimen and decontamination processes accomplished.

Expected Outcomes: Victims are saved from additional trauma, injury, and agent exposure. Appropriate life-saving self-aid and first-aid is accomplished.

Consequences: No patients die or are permanently incapacitated as a result of lapses in victim care.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 10.1 Administration of Self Aid, Buddy Aid, and Initial Treatment in a Potentially Contaminated Environment; 13.1 Emergency Worker Exposure Control.

Task: Provide Emergency Medical Triage, Treatment, and Stabilization at the CAI Site **ID:** V-A-Field-2
Stream: Victim Care
Element: Medical Response Team

Inputs: Contaminated or potentially contaminated, exposed or potentially exposed, and injured workers, responders, contractors, or visitors at the incident site or in the on-post safety restricted area or projected hazard area (wedge).

Conditions: Time available; nature and extent of injury or illness; agent type; extent of contamination by or exposure to the chemical agent; prior expedient field care administered; available emergency medical teams and equipment; available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Don (medical responders) appropriate PPE for protection from agent exposure, blood-born pathogens, and bodily fluids.
2. Begin proper triage procedures at the field decontamination or victim transfer point.
3. Conduct primary patient assessment while simultaneously conducting decontamination (if needed). Assign highest priorities to life-threatening issues (ABC = airway, breathing, circulation) and decontamination.
4. Once life-threatening issues have been addressed, and as conditions allow, direct attention to secondary patient assessment and establish patient history.
5. Using good medical practice, treat presenting signs and symptoms as appropriate and as conditions allow. Reassess the patient continuously because of possible latent physiological effects of agent exposure.
6. Based on degree of injury, illness, contamination, or exposure, determine if patient will be transported to the on-post treatment facility or directly to an off-post medical treatment facility.
7. Prepare victim for transport to the medical treatment facility. Continue uninterrupted treatment (by medical responders) while preparing patients for transport.
8. Provide patient tracking information to appropriate state, local, or installation health department or medical services coordinator in accordance with established protocols and procedures.

Expected Outcome: The patient is stabilized and taken to a credentialed medical treatment facility in time to prevent death or permanent incapacitation.

Consequences: No patients die or are permanently incapacitated as a result of lapses in victim care.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 10.1 Administration of Self Aid, Buddy Aid, and Initial Treatment in a Potentially Contaminated Environment; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control.

Task: Decontaminate Patients at the CAI Site **ID:** V-A-Field-3
Stream: Victim Care
Element: Nonmedical First Responders, Medical Response Team

Inputs: Contaminated or potentially contaminated, exposed or potentially exposed, and injured workers, responders, contractors, or visitors at the incident site or in the on-post safety restricted area or projected hazard area (wedge).

Conditions: Time available; nature and extent of injury; agent type; extent of contamination by or exposure to the chemical agent; availability of decontamination and emergency medical teams and equipment; availability of an established decontamination site in the contamination reduction (warm) zone; available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Don appropriate PPE and practice contamination control.
2. At the decontamination station, or through use of expedient methods if a station is not operational:
 - a. conduct gross decontamination by removing all patient clothing and belongings, placing removed items in labeled bags, and properly securing the removed items;
 - b. begin with the least aggressive decontamination methods, using warm water and appropriate decontaminating solutions (limit mechanical and chemical irritation of the skin by washing exposed areas gently under a stream of water and scrubbing with a soft brush or surgical sponge);
 - c. decontaminate patient from the head down, taking care not to introduce contaminants into open wounds (decontaminate exposed wounds and eyes before intact skin, and cover wounds with waterproof dressing after decontamination); and
 - d. remove contaminants to the level that they are no longer a threat to the patient or response personnel.
3. Isolate the patient from the environment to prevent the spread of any remaining contaminants and prepare patient for transport to a medical treatment facility.
4. Identify level of decontamination in patient history and identify (tag) the patient as decontaminated in accordance with local protocols or procedures.
5. If not already done, arrange for and coordinate transportation of victims to a credentialed medical treatment facility.

Expected Outcome: Effective decontamination, making the patient as clean as possible (ACAP). Contamination is reduced to a level that is no longer a threat to the patient or the responder.

Consequences: No patients die or are permanently incapacitated as a result of lapses in victim care.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 10.1 Administration of Self Aid, Buddy Aid, and Initial Treatment in a Potentially Contaminated Environment; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control.

Task: Transport Patients to a Medical Treatment Facility **ID:** V-A-Field-4
Stream: Victim Care
Element: Medical Response Team

Inputs: Contaminated or potentially contaminated, exposed or potentially exposed, and injured or ill workers, responders, contractors, or visitors who have been treated at the incident site.

Conditions: Time available; nature and extent of injury or illness; nature and extent of treatment and decontamination; availability of emergency medical teams and transport equipment; available communications equipment, knowledge of local laws; and MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Coordinate for patient transport to the on-post medical treatment facility or for direct air or surface transport to a credentialed off-post medical treatment facility.
2. If patient is to be directly transported to a credentialed off-post medical treatment facility, coordinate for patient admission in accordance with local procedures.
3. Prepare the transport vehicle by draping surfaces and removing all nonessential equipment from the transport vehicle, if practical.
4. Determine the need for PPE and don the PPE as appropriate.
5. Ensure the patient has been decontaminated and wrapped to prevent cross-contamination before being placed in the transport vehicle.
6. Coordinate with the EOC to ensure that the patient transfer will be via a safe route, and will be expedited through on-post and off-post TCPs and ACPs.
7. Transport patient to the designated treatment facility. Continue appropriate treatment during transfer and transport. Provide treatment and patient history updates to the receiving medical treatment facility.
8. Upon arrival at the medical treatment facility, park the ambulance in an area away from the emergency department or in an area designated by the facility. Do not bring patients into the treatment facility until the treatment facility staff give permission.
9. After unloading the patient, check with the medical treatment facility to determine where the transport vehicle can be safely decontaminated so the vehicle can be returned to service.
10. Decontaminate exposed vehicle, crew, and EMS personnel.

Expected Outcomes: The patient is taken to a credentialed medical treatment facility in time to prevent death or permanent incapacitation; vehicle, crew, and EMS personnel are returned to service.

Consequences: No patients die or are permanently incapacitated as a result of lapses in victim care.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 10.1 Administration of Self Aid, Buddy Aid, and Initial Treatment in a Potentially Contaminated Environment; 11.1 Transportation of Injured, Potentially Contaminated Individuals to Medical Treatment Facilities; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control.

Task: Prepare Medical Treatment Facility to Receive Patients **ID:** V-A-Field-5
Stream: Victim Care
Element: Medical Treatment Facility

Inputs: Advance notice of the arrival of injured, ill, or exposed workers, responders, contractors, or visitors who were at the incident site or in the on-post safety restricted area or projected hazard area (wedge).

Conditions: Time available; nature and extent of reported injuries or illness, treatment by EMS, and decontamination; availability of emergency medical staff; availability of appropriate medical equipment and supplies; available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Receive notification that a CAI has occurred and requests to receive patients. If the notification comes from other than the usual emergency communications channels, verify the notification.
2. Notify all services involved in the plan and mobilize the emergency department.
3. If there is reason to believe the incoming patient was potentially contaminated or exposed to agent, implement the hazardous material plan for the facility.
 - a. Prepare the decontamination and treatment areas in accordance with local protocols or standing operating procedures.
 - b. Select PPE appropriate for the hazard and prepare the triage and decontamination teams to receive patients.
4. Notify patient transports of any special approach or entrance to the medical treatment facility that is to be used.
5. Receive initial and follow-up patient information from the CAI site and patient transports.
6. Make arrangements to identify and isolate potentially contaminated patients who bring themselves to the treatment facility unannounced or present themselves outside regular EMS channels.
7. Report the status of requests to receive patients and the state of preparedness to accommodate the requests to the local medical services coordinator.

Expected Outcomes: The medical treatment facility is prepared for the arrival and treatment of patients.

Consequences: No patients die or are permanently incapacitated as a result of lapses in victim care.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control.

Task:	Treat Patients at a Medical Treatment Facility	ID: V-A-Field-6
Stream:	Victim Care	
Element:	Medical Treatment Facility	

Inputs: Arrival of injured, ill, or exposed workers, responders, contractors, or visitors who were at the incident site or in the on-post safety restricted area or projected hazard area (wedge).

Conditions: Time available; nature and extent of reported injuries or illness; previous treatment and decontamination; availability of emergency medical staff; availability of appropriate medical equipment and supplies; available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Meet the ambulance or transport vehicle upon arrival and begin triage procedures.
2. Obtain and review patient history; assess the condition of the patient, paying special attention to the type and quantity of antidote administered and the method and extent of decontamination. Solicit additional information if patient history is incomplete.
3. If patient comes directly from the hazard area and has not previously been decontaminated, have the decontamination team perform gross and secondary decontamination in the designated area before the patient is allowed to enter the treatment facility.
4. If treatment required exceeds the treatment facility's capability, refer patient to an appropriate off-post medical treatment facility.
5. Treat presenting signs and symptoms according to good medical practice.
6. Admit, transfer, or discharge patients as appropriate.
7. Provide patient tracking information to the EOC.

Expected Outcomes: Patients are given appropriate medical treatment consistent with their injuries, illness, or extent of exposure. Patients are stabilized and promptly transferred to off-post medical treatment facilities.

Consequences: No patients die or are permanently incapacitated as a result of lapses in victim care.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control.

Task: Make Victim Status Reports **ID:** V-A-Field-7
Stream: Victim Care
Element: Work Parties; Security Teams; Field Medical Teams, Medical Treatment Facility

Inputs: Location and condition of workers, responders, contractors, or visitors in the on-post safety restricted area or projected hazard area (wedge) who are injured, ill or exposed to chemical agent

Conditions: Time available to make reports while treating victims; nature and extent of injuries and decontamination; available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Make initial reports from the field about the location and status (extent of injury and exposure, and care being provided) of all injured or exposed persons (performed by workers and responders).
2. Regularly update the reports from the incident site or the medical treatment facility about the location and status (extent of injury and exposure, and care being provided) of all injured or exposed persons (performed by field supervisors or medical staff).
3. Regularly update the reports from the incident site or the on-post medical treatment facility about delays in care for victims, and recommend or request assistance to remedy the delay (performed by field supervisors or medical staff).

Expected Outcomes: The IRF commander has current information about the location and status of all victims of injury or agent exposure.

Consequences: No victims of injury or agent exposure die or are permanently incapacitated as a result of higher priorities given to other response activities.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.2 Casualty Tracking System.

Task:	Track the Location and Status of Patients	ID: V-A-EOC-1
Stream:	Victim Care	
Element:	Emergency Operations Center; Medical Treatment Facility	
Inputs:	Reported information regarding the location and status of workers, responders, contractors, or visitors in the on-post safety restricted area or projected hazard area (wedge) who are ill, injured, or exposed to chemical agent.	
Conditions:	Available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.	
Steps:	<ol style="list-style-type: none">1. Receive initial and follow-up reports from the field or medical treatment facility about the location and status (extent of injury and exposure, and care being provided) of persons on-post and off-post who are ill, injured, or exposed as a result of the CAI (installation medical authority [IMA] and the EOC staff).2. Post patient information to status boards in the EOC and on-post medical treatment facility and brief the IRF commander and IMA in accordance with local procedures.3. Have IMA and EOC staff periodically solicit updates on patients if they are not forthcoming from the field or medical treatment facilities.4. Have IMA and EOC staff identify delays in patient care. If not immediately resolvable at the action officer level, immediately provide the information to the IRF commander for consideration and possible action.5. Have IMA and EOC staff coordinate with county and state health department/medical services coordinator and exchange information regarding the status and location of both installation and community patients.6. Ensure that the identity of patients from the Army installation are positively confirmed by an Army medical professional or a supervisor before next-of-kin notifications are made or reports or news releases are made that identify patients by name.	
Expected Outcomes:	The IRF commander is satisfied that patients' identities are confirmed, that their medical needs are taken care of, and that accurate information is available to notify patients' next of kin. No patient's identity or information is mistakenly released in reports or news releases.	
Consequences :	No victims of injury or agent exposure die or are permanently incapacitated as result of higher priorities given to other response activities.	

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.2 Casualty Tracking System.

Task: Collect and Decontaminate Human Remains **ID:** V-A-Field-8
Stream: Victim Care
Element: IRF Work Parties; Medical Response Teams

Inputs: Worker, responder, contractor, or visitor fatalities in the on-post safety restricted area or projected hazard area (wedge).

Conditions: Availability of victim recovery teams; availability of decontamination equipment and teams; availability of graves registration/mortuary facilities; and knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations.

Steps:

1. Do not remove remains until authorized by the commander or designated representative, unless movement is required to prevent destruction of the body or to protect life, safety, or health.
2. Have a competent medical authority confirm that the victims are deceased, confirm their identities, and report the information to the EOC.
3. Tag and move the remains to a decontamination site when movement is authorized.
4. Remove, monitor, decontaminate (if possible without destruction), segregate by contamination status, and secure personal effects of the deceased. Make special provisions for personal effects that cannot be decontaminated without being destroyed.
5. If the remains are identified as potentially contaminated or exposed, thoroughly decontaminate the remains using the same procedures that are used for exposed persons who were not fatalities. Record the methods used for decontamination and confirm that decontamination is complete.
6. Respectfully contain and properly store the remains pending arrangements for transfer to a mortuary or other appropriate facility.
7. Using patient tracking procedures, report the location and status of the remains to the EOC.

Expected Outcomes: Remains are treated with dignity and respect at all times. Remains are made available to the next of kin.

Consequences: Human remains can be interred in accordance with the wishes of the next of kin.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.2 Casualty Tracking System; 12.3 Handling Contaminated Human Remains.

Task: Coordinate the Disposition of Human Remains **ID:** V-A-EOC-2
Stream: Victim Care
Element: Emergency Operations Center

Inputs: Confirmed fatalities from the on-post locations.

Conditions: Available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, contractor notification protocols, and regulations.

Steps:

1. Receive reports of fatalities from field locations, record the information, and inform the IRF commander or designated representative. Determine if the deceased are installation employees, contractors, or visitors.
2. Contact the coroner or medical examiner to determine if an investigation as to cause of death will be required, if the coroner or medical examiner will require custody of the remains, and if the remains can be moved. Coordinate Army assistance to the coroner or medical examiner.
3. Track decontamination status and location of remains and personal effects.
4. Through next-of-kin notification procedures, determine next-of-kin wishes for movement of remains to a mortuary or other appropriate facility. Assist the next of kin in making arrangements for transfer of the remains.

Expected Outcomes: Legal requirements for handling remains are met. The next of kin are helped to claim the remains of the deceased.

Consequences: Human remains can be interred in accordance with the wishes of the next of kin.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 12.2 Casualty Tracking System; 12.3 Handling Contaminated Human Remains.

Task:	Notify the Next of Kin	ID: V-A-EOC-3
Stream:	Victim Care	
Element:	Emergency Operations Center	
Inputs:	Confirmed information about the identity, location, and status of workers, responders, contractors, residents, or visitors who are fatalities or were ill, injured, or exposed to chemical agent.	
Conditions:	Time available; nature and extent of reported injuries or illness, treatment by EMS, and decontamination; availability of notification staff; available communications equipment; and knowledge of local laws, MOAs/MOUs, plans, procedures, contractor notification protocols, and regulations.	
Steps:	<ol style="list-style-type: none">1. Determine if the victims are installation employees or residents, contractors, or visitors.2. If the victims are installation employees or residents, determine the identities of the next of kin from official personnel or housing records.3. Collect all information needed to contact the next of kin.4. Have the IRF commander's representative (senior supervisor or human resource specialist who is trained in next-of-kin notification) contact the next of kin and provide them with essential information about the victims, following established Army protocols.5. Notify the next of kin of contractors or visitors (performed by the victims' employer or sponsor in accordance with established procedures or protocols). Track contractor and visitor next-of-kin notifications to ensure the notification has been accomplished and to ascertain any special circumstances to which the installation needs to respond.6. Follow any limitations on releasing the identity of the victims and/or the next of kin both prior to and following the notification.	
Expected Outcomes:	The next of kin of fatalities or ill, injured, and exposed persons are promptly notified and their immediate needs are supported. Information about the victims or their next of kin are not reported or released unless authorized.	
Consequences:	The next-of-kin of victims learn about the location and status of the victim from the appropriate source first, with due consideration for their special circumstances. The privacy of victims and their next of kin is respected.	
Related CSEPP Objectives:	4.1 Command and Control; 6.1 Communications Systems; 12.2 Casualty Tracking System.	

Task: Arrange for and Provide Counseling and Religious Support **ID:** VI-A-EOC-1
Stream: Evacuee Support
Element: Emergency Operations Center

Inputs: Status of the chemical accident; information regarding injuries, fatalities, and next-of-kin notifications; location of members of the on-post population.

Conditions: Available communications systems; counselors and clergy available to provide augmentation; plans and procedures for crisis counseling and religious support; plans, procedures, and higher headquarters guidance regarding clergy and counselor augmentation; and MOAs with support installation(s).

Steps:

1. In consultation with the IRF commander, determine the need for clergy or counselor support from local community-based programs, the support installation(s), or the AMC.
2. Implement local plans to provide counseling and religious support to the on-post population. If appropriate, integrate this support with that provided by state and local governments for the off-post population.
3. If the situation dictates, request counseling and religious support staff augmentation from the support installation(s) or the AMC Chaplain Crisis Response Team. This request might be incorporated in a request for the SRF.
4. Provide the support installation(s) and the AMC Chaplain Crisis Response Team information about the affected population so that appropriate support assets can be assigned to the mission.
5. Coordinate the arrival of and arrange logistic support for counseling and religious support staff augmenters.
6. Assign counseling and religious support staff augmenters to tasks and shifts where they are most needed, consistent with their capabilities.
7. Provide a transition or situation brief to the augmenters before they begin work. Ensure augmentees understand that they are under the operational control of the IRF/SRF commander.
8. Provide counseling and religious support to Army employees and post residents.
9. Keep the IRF commander informed of counseling and religious support activities and any problems that require extraordinary action or intervention.

Expected Outcomes: Army employees and post residents are provided support, advice, assistance, consolation, encouragement, and spiritual support as needed, for the duration of the response to the chemical event.

Consequences: Army employees and post residents are not left to cope by themselves with the impact of the accident on their personal lives.

Related CSEPP Objectives: 4.1 Command and Control, 4.2 Supplementary Assistance; 6.1 Communications Systems; 14.4 Congregate Care; 15.1 Ability to Maintain 24-hour Operations.

Task: Arrange for and Provide Veterinary Services **ID:** VI-A-EOC-2
Stream: Evacuee Support
Element: Emergency Operations Center

Inputs: Reports describing the chemical accident; hazard analysis results; information regarding exposure, injuries, or fatalities to on-post companion animals, livestock, wildlife.

Conditions: Available communications systems; veterinarians and veterinary specialists available to provide augmentation; plans and procedures for providing veterinary support; plans, procedures, and higher headquarters guidance regarding veterinary augmentation; and MOAs with support installation(s).

Steps:

1. In consultation with the IRF commander, determine the need for veterinary support from the support installation(s) or the AMC.
2. Request the deployment Army veterinarian assets from the support installation(s) or through SBCCOM. Include sufficient information about the composition and circumstances of the livestock, companion animals, and fauna on-post to ensure an appropriate response. This request might be incorporated in a request for the SRF.
3. Coordinate the arrival of and arrange logistic support for veterinary services augmenters.
4. Assign veterinary services augmentees to tasks and shifts where they are most needed, consistent with their capabilities.
5. Provide a transition or situation brief to the augmenters before they begin work. Ensure augmenters understand that they are under the operational control of the IRF/SRF commander.
6. Have Army veterinarian services personnel provide medical treatment or euthanasia for on-post livestock, companion animals, and wildlife using good veterinary practice. Coordinate with appropriate federal agencies if endangered species are involved.
7. Provide veterinary advice, as appropriate, to state and local agriculture or veterinary officials.
8. Keep the IRF commander informed about veterinary services activities and any problems that require extraordinary action or intervention. Give special attention to the legal and economic considerations of providing Army veterinarian services for privately owned livestock and companion animals

Expected Outcomes: On-post livestock, companion animals, and wildlife that are injured or exposed to chemical agent or are at risk of injury or exposure are identified and treated humanely.

Consequences: The support needs of on-post residents are met. The Army is in compliance with requirements to protect the environment from the effects of the chemical accident.

Related CSEPP Objectives: 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems.

Task:	Arrange for and Provide Army Claims Services	ID: VI-A-EOC-3
Stream:	Evacuee Support	
Element:	Emergency Operations Center	

Inputs: Reports describing the chemical accident; information regarding injuries and fatalities resulting from the accident; location of members of the on-post population; hazard analysis results; information regarding injuries or fatalities to companion animals and livestock in the predicted hazard area; information regarding the existence of personal property in the predicted hazard area.

Conditions: Available communications systems; legal and claims specialists available to provide augmentation; plans and procedures for providing legal and claims support; plans, procedures, and higher headquarters guidance regarding legal and claims augmentation; and MOAs with support installation(s).

Steps:

1. Determine the chemical accident's potential to cause claims to be generated against the Army (performed by the EOC staff and the IRF commander).
2. Request the deployment of Army claims service support from the supporting installation(s) or from the Army claims service according to established regulations, procedures, or MOAs. Provide sufficient information about the chemical accident to ensure an appropriate response. This request might be incorporated in a request for the SRF.
3. Coordinate the arrival of and logistics support for Army claims services augmenters.
4. Assign Army claims services augmenters to tasks and shifts where they are most needed, consistent with their capabilities and according to terms of support MOAs.
5. Provide a transition or situation brief to augmenters before they begin work. Ensure augmentees understand they are under the operational control of the IRF commander.
6. Have Army claims services personnel set up and operate one or more claims offices in locations that are secure, convenient for the affected population, and do not interfere with other response operations. Co-locate with other civil emergency relief and assistance offices as appropriate. Operate claims offices on a schedule that accommodates claimants.
7. Have Army claims services personnel take claims from persons who allege that they have suffered losses as a result of the chemical accident.
8. Keep the IRF commander informed about claims service activities and any problems that require extraordinary action or intervention.

Expected Outcomes: Army claims services personnel operate from a location that is suitable for their activities and treat claimants with empathetic consideration for their circumstances, regardless of the apparent legitimacy of their claims.

Consequences: Claimants are given a convenient and fair opportunity to claim reimbursement for losses.

Related CSEPP Objectives: 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems.

Task: Provide Emergency Public Information through Media Releases **ID:** VII-A-EOC-1
Stream: Public Information
Element: Emergency Operations Center, Joint Information Center

Inputs: Reports describing the chemical accident; information regarding the Army response; PADs or other emergency information; broadcast and published media reports.

Conditions: Time available; available public affairs staff; available communication systems, availability of government officials or their staff; and plans, procedures, regulations, and MOAs/MOUs.

Steps:

1. Gather information (via PAO) about the event, the initial Army response, and emergency information to be provided to the public.
2. Based on the situation, select a pre-scripted/pre-approved media release or prepare an original media release to provide initial emergency information and confirmation of the event to the public. If time permits, have media releases undergo a legal review.
3. Prepare follow-up media releases by the PAO and/or public affairs staff to provide the public updated emergency information or new information regarding Army hazard control and reduction activities as the response progresses. If circumstances allow, the PAO coordinates the content of the media releases through the JIS or JIC prior to dissemination.
4. Review and approve all media releases prior to their dissemination (performed by the IRF commander or designated representative).
5. Disseminate media releases via the PAO and/or public affairs staff to the media according to local plans and procedures. Have the PAO send copies via fax or e-mail to higher headquarters PA offices, off-post EOCs, the JIC, local government officials, and congressional offices as required by local plans, procedures, and MOAs/MOUs.
6. Monitor media reports for accuracy and content to identify items that may cause the public to misunderstand protective action instructions or that may misrepresent the Army response. Contact the media to amplify, clarify, or correct information regarding the Army's response (both performed by the PAO and/or the public affairs staff).
7. Schedule and conduct media briefings as the situation requires (both performed by the IRF commander or PAO).

Expected Outcomes: The public-at-risk is provided information that supports protective action instructions. The public-at-large is provided sufficient information to correctly identify their lack of risk from the hazard. Other agencies and government organizations involved in the response are aware of what the public has been told. The media are informed about the accident and the Army's response directly from Army officials.

Consequences: The correct populations identify themselves as in danger and comply with suggested protective actions. The credibility of the Army and public confidence in its ability to effectively respond to the accident is not compromised.

Related CSEPP Objectives: 5.2 Public Instructions and Emergency Information; 6.1 Communication Systems; 9.1 Emergency Public Information — Media.

Task: Direct and Control Army Public Information Activities **ID:** VII-A-EOC-2
Stream: Public Information
Element: Emergency Operations Center

Inputs: Reports describing the chemical accident; information regarding the Army response.

Conditions: Available communications systems; the impact of the chemical event off-post; the location of the JIC; available safe routes to the JIC; available public affairs staff; plans and procedures for emergency public information programs; and MOAs and procedures for using the JIS and activating and operating a JIC.

Steps:

1. Conduct initial public information and JIS activities from the EOC or other designated area(s).
2. Coordinate via the PAO with local government public information officials to determine their ability to support, activate, and operate the JIC. The PAO advises the IRF commander on the status of the JIS and makes recommendations for activating the JIC.
3. If authorized by local protocols or MOAs, have the IRF commander direct the activation of the JIC. If the authority to activate the JIC is held jointly by the local government and the IRF commander, follow local protocols and MOAs to direct JIC activation.
4. Assign the PAO and/or public affairs staff to the Army EOC and the JIC according to staff availability, response priorities, and local plans and procedures (performed by the IRF commander).
5. Announce (via the PAO) the shift of focus for Army public affairs activities from the EOC to the JIC once it is activated and operating, according to local protocols.
6. On behalf of the IRF commander/FOSC, arrange (via the PAO) for all media releases or statements regarding the chemical event made by participating federal government agencies to be cleared through the FOSC.
7. Keep the IRF/FOSC informed (via the PAO and/or the public affairs staff) about JIS and JIC operations so that the direction and control of Army public information activities can be adjusted to suit the circumstances. Give particular attention to (1) potential public misunderstandings about the authority and responsibilities of the IRF/FOSC, (2) the extent to which the Army is considering the concerns of all affected public and private interests, and (3) the arrangements to ensure that all federal news releases or statements by participating agencies are to be coordinated through the FOSC.

Expected Outcomes:

The JIC is activated and operated in accordance with established protocols and MOAs. Interruptions in providing timely, accurate emergency public information do not occur.

Consequences: The correct populations identify themselves as in danger and comply with suggested protective actions. The credibility of the Army and public confidence in its ability to respond to the accident are not compromised.

Related CSEPP Objectives: 4.1 Command and Control; 5.2 Public Instructions and Emergency Information; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays; 9.1 Emergency Public Information — Media; 15.1 Ability to Maintain 24-hour Operations.

Task: Make Reports to Higher Headquarters PAO **ID:** VII-A-EOC-3
Stream: Public Information
Element: Emergency Operations Center

Inputs: Reports describing the chemical accident; plans and procedures for emergency public information programs; available public affairs assets; Army and off-site media releases; emergency alert system (EAS) messages, media news stories.

Conditions: Time available; available communications systems; plans, procedures, and higher headquarters guidance regarding reporting public affairs activities.

Steps

1. Report information about the chemical event and the Army response to higher headquarters PAOs as soon as possible.
2. Update higher headquarters PAOs when new information about the event and the response becomes available, according to plans, procedures, and higher headquarters guidance.
3. Send copies of Army and off-site media releases to higher headquarters PAOs as soon possible.
4. Keep higher headquarters PAOs informed about trends in media broadcasts and published stories. Forward tapes (if practical) and clippings for their consideration and information.

Expected Outcomes: Higher headquarters PAOs receive complete, accurate and timely information regarding emergency public information activities and media reaction to the chemical event.

Consequences: Higher headquarters PAOs provide appropriate support. The Army public affairs community provides the public with accurate, timely information regarding the chemical event.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 9.1 Emergency Public Information — Media.

Task: Request and Coordinate PAO Augmentation **ID:** VII-A-EOC-4
Stream: Public Information
Element: Emergency Operations Center

Inputs: Status of the chemical accident; information regarding the Army response.

Conditions: Available communications systems; PAOs available to provide augmentation; plans, procedures, and higher headquarters guidance regarding PAO augmentation; MOAs with support installation(s); and plans and procedures for emergency public information programs.

Steps:

1. In consultation with the IRF commander, determine the need for PAO augmentation.
2. Call off-duty PAO and support staff to report to the EOC or JIC. Call to duty includes information about safe routes and instructions on shift assignment
3. If the situation dictates, request PAO and support staff augmentation from support installation(s) or higher headquarters. This request might be incorporated in a request for the SRF.
4. Coordinate the arrival of and arrange logistic support for PAO and support staff augmentees.
5. Assign PAO and support staff augmentees to tasks and shifts where they are most needed consistent with their capabilities.
6. Provide a transition or situation brief to the augmentees before they begin work. Ensure augmentees understand that they are under the operational control of the IRF commander.

Expected Outcomes: The public affairs effort and JIC is supported by sufficient qualified PAOs and support staff; interruptions in providing timely, accurate emergency public information do not occur.

Consequences: JIC operations are sustained for the duration of the response to the chemical event.

Related CSEPP Objectives: 4.1 Command and Control; 4.2 Supplementary Assistance; 6.1 Communications Systems; 15.1 Ability to Maintain 24-hour Operations.

Task: Coordinate Joint and Command Level Media Briefings **ID:** VII-A-EOC-5
Stream: Public Information
Element: Emergency Operations Center

Inputs: Status of the chemical accident; information regarding the Army response.

Conditions: Time available; availability of a media center, JIC, or other facilities; available public affairs staff; plans, procedures, and MOAs/MOUs for conducting emergency public information programs and joint or command level briefings/news conferences.

Steps:

1. Consult with the IRF commander/FOSC on the time, place, scope, and purpose for a command level news briefing.
2. The public affairs staff in the EOC (and JIC, if operational) coordinate with state and local government PIOs to obtain senior elected official participation in the briefing.
3. If joint news conference is arranged, the PAO or public affairs staff coordinate with state and local PIOs to determine when and where the conference will be held, the information to be presented, the order of presentation, and other conference protocols.
4. The PAO and/or public affairs staff (with state and local government PIOs, if applicable) arrange use of a media center, the JIC, or other facility for the media briefing; prepare graphic materials (e.g., maps, process diagrams, organization charts), video or still photos, copies of news releases, and other items to support the briefing; and announce the time and place for the briefing in sufficient time to permit media coverage.
5. The IRF commander/FOSC and the PAO plan the Army presentation in sufficient detail to ensure that the Army message is clear.
6. The PAO or public affairs staff arrange for the state and local officials to pre-brief the IRF commander/FOSC and each other so there will be no surprise announcements during the press conference.
7. The PAO collaborates with the moderator and off-post PIOs to ensure that satisfactory ground rules are established for the news conference, to include spokesperson introductions, order of presentations, time available for presentations, and availability and use of props.
8. The IRF commander/FOSC shows sincere empathy for those affected by the event, presents an explanation of what happened and what the Army is doing in response (to the extent that facts are available), and establishes future accessibility of Army spokespersons for follow-on questions and future briefings.
9. Use variations of these steps for command briefings at other forums, such as “town hall” meetings.

Expected Outcomes: The command level news briefing is informative and establishes the Army leadership as competent and confident. Army spokespersons are viewed by the media and the public as credible and accessible.

Consequences: The public and media are satisfied that Army and state and local governments are working cooperatively and effectively to protect emergency workers, populations-at-risk, and the environment.

Related CSEPP Objectives: 6.2 Facilities, Equipment, and Displays; 9.1 Emergency Public Information — Media.

Task: Activate and Operate the JIC **ID:** VII-A-JIC-1
Stream: Public Information
Element: Joint Information Center

Inputs: Decision to activate the JIC.

Conditions: Available communications systems, the impact of the chemical event off-post; the location of the JIC; available safe routes to the JIC; available public information staff; plans and procedures for emergency public information programs; MOAs; plans and procedures for activating and operating a JIC; and availability of JIC facilities, supplies, and equipment.

Steps:

1. Staff from response organizations arrive at the JIC.
2. JIC staff change the facility from its “ready” configuration to its operational configuration according to local plans and procedures.
3. The IRF commander and all EOCs are informed that the JIC is operational and that direction and control of public affairs/public information activities has shifted from the EOC to the JIC.
4. Issue a news release declaring JIC operational.
5. Establish security.
6. Promptly post significant response information in the JIC. Archive this information for subsequent analysis, investigations, and preparation of official reports.
7. Plan for uninterrupted 24-hour operations to include publication of schedules that cover all shifts with adequate staff.
8. Maintain continuous JIC operations during rest, meal breaks, and shift changes. Conduct staff transition briefings in accordance with plans and procedures.

Expected Outcomes: A JIC fully capable of performing all emergency public information operations is established.

Consequences: The correct populations identify themselves as in danger and comply with suggested protective actions. The credibility of the Army and public confidence in its ability to respond to the accident are not compromised. JIC operations are sustained for the duration of the response to the chemical event.

Related CSEPP Objectives: 1.3 Facility Activation; 4.1 Command and Control; 6.1 Communications Systems; 6.2 Facilities, Equipment, and Displays; 9.1 Emergency Public Information — Media; 9.2 Public Inquiries; 15.1 Ability to Maintain 24-hour Operations.

Task: Provide Emergency Public Information to the Media and the Public **ID:** VII-A-JIC-2
Stream: Public Information
Element: Joint Information Center

Inputs: Reports describing the chemical accident; information regarding the jurisdictions' response; PADs or other emergency information; and broadcast and published media reports.

Conditions: Available communications systems, the impact of the chemical event off-post; the location of the JIC; available public information staff; plans and procedures for emergency public information programs; and MOAs and procedures for using the JIS and activating and operating a JIC.

Steps:

1. Gather information about the event, the response, and emergency information to be provided to the public.
2. Prepare media releases to provide the public updated or new emergency information. Coordinate the content of the media releases prior to dissemination.
3. Disseminate media releases to the media according to local plans and procedures.
4. Send copies of all media releases via fax or e-mail to the storage installation EOC, affected jurisdictions' EOCs, and local government officials and congressional offices as required by local plans, procedures, and MOAs/MOUs.
5. Provide the media with briefings on significant events in a coordinated, complete, accurate, and timely manner (performed by JIC spokespersons from appropriate jurisdictions).
6. Monitor media reports for accuracy and content to identify items that may cause a misunderstanding of emergency instructions to the public or that misrepresent the response. The PAO, PIO, or the JIC staff contact the media to amplify, clarify, or correct information regarding the response.
7. Arrange use of a media center, the JIC, or other facility for media briefings; prepare graphic materials (e.g., maps, process diagrams, organization charts), video or still photos, copies of news releases, and other items to support the briefing; and announce the time and place for the briefing in sufficient time to permit media coverage.
8. Reply in a timely manner to media inquiries with coordinated authorized information that is accurate, clear, and complete.
9. Maintain a log of all media inquiries.
10. Provide (via a public inquiry team) callers with prompt, accurate, consistent, and responsive emergency information.
11. Track rumors or misinformation from either media accounts or the public and bring them to the attention of PIOs/PAOs to clarify and correct as appropriate.

Expected Outcomes: Information continuously flows between the JIC, the respective EOCs, and other participating response organizations. Interruptions in providing timely, accurate emergency public information do not occur.

Consequences: The correct populations identify themselves as in danger and comply with suggested protective actions, the credibility of public agencies and public confidence in their ability to respond to the accident are not compromised.

Related CSEPP Objectives: 4.1 Command and Control; 6.1 Communications Systems; 9.1 Emergency Public Information — Media; 9.2 Public Inquiries.



INTEGRATED PERFORMANCE EVALUATION

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Pilot Training
Integrated Performance Evaluation
[Place, Date]

Course Feedback Form

Unit	Did Not Attend	Quality of Content (1 low, 5 high)					Quality of Instruction (1 low, 5 high)					Unit Objectives Met (1 not at all, 5 completely)				
Course Introduction and Overview		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
CSEPP Review — Emergency Exercise Evaluation and Control <i>Experienced Evaluators and Controllers</i>		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
CSEPP Introduction to Emergency Exercise Evaluation and Control <i>New Evaluators and Controllers</i>		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Introduction to Integrated Performance Evaluations <i>Experienced Evaluators and Controllers</i>		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Introduction to Integrated Performance Evaluations <i>New Evaluators and Controllers</i>		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																

Course Feedback Form (Cont.)

Unit	Did Not Attend	Quality of Content (1 low, 5 high)					Quality of Instruction (1 low, 5 high)					Unit Objectives Met (1 not at all, 5 completely)				
Activity 1: Response Stream Identification		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Activity 2: Developing a Team Time Line		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Activity 3: Pre-Exercise Planning		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Activity 4: Exercise Observation and Data Collection		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Activity 5: Exercise Report Writing and Time Line Development		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																

Course Feedback Form (Cont.)

Overall Course Evaluation	(1 strongly disagree, 5 strongly agree)				
The course had <i>clearly identifiable</i> objectives.	1	2	3	4	5
The course had <i>appropriate</i> objectives.	1	2	3	4	5
The instructors were knowledgeable about the topics presented.	1	2	3	4	5
The subject matter maintained my interest.	1	2	3	4	5
The course used appropriate instructional methods.	1	2	3	4	5
The course used appropriate instructional materials.	1	2	3	4	5
The physical facilities were satisfactory.	1	2	3	4	5
The course met my expectations.	1	2	3	4	5
The course will be of value to me in my evaluation activities.	1	2	3	4	5
I would recommend this course to other evaluators.	1	2	3	4	5

In the space below, please provide overall impressions of this training. (*For example, what did you like most or least? What specific things should be improved or changed? Use the back of this page if you need more room.*)

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Integrated Performance Evaluation Pilot Course

Volume 2: Instructor Notebook

**Decision and Information
Sciences Division
Argonne National Laboratory**



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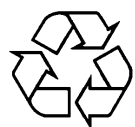
Integrated Performance Evaluation Pilot Course Volume 2: Instructor Notebook

by L. Lacher, J. Mitrani, P. Hewett, D. Newsom, W. Metz, and M. Meshenberg

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This report is printed on recycled paper.

INTEGRATED PERFORMANCE EVALUATION

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Part 1:

Introduction and Overview

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 **INTEGRATED PERFORMANCE EVALUATION**



Welcome
Integrated Performance Evaluation
Pilot Course


Notes

 **INTEGRATED PERFORMANCE EVALUATION**

Exercise Co-Directors

Offsite Onsite

[insert names]

 **INTEGRATED PERFORMANCE EVALUATION**

Purpose of Course

- Prepare and train exercise evaluators and controllers for CSEPP's second pilot exercise using the Integrated Performance Evaluation (IPE) process.
- Provide new evaluators and controllers basic training in those roles.



INTEGRATED PERFORMANCE EVALUATION

4

Course Overview

- 2-day course
- Separate training streams for new and experienced evaluators and controllers
- 5 student activities as evaluation teams
- Prepare for and evaluate a mock exercise
- Prepare a written team evaluation report

Notes

Evaluator and Controller Training, Day 1

Time	New Evaluators	Experienced/Lead Evaluators
0800	<i>Course Introduction and Overview</i> Joint Session: Exercise Co-Directors' Welcome and Remarks Facility orientation Introduction of Instructors Overview of Course (purpose; course agenda, schedule, and breaks; breakout sessions; and course critiques)	
0900	<i>Basic Evaluator and Controller Training for New Evaluators</i>	<i>Evaluator and Controller Training for Experienced CSEPP Evaluators</i>
1000	<i>Basic Evaluator and Controller Training for New Evaluators (Cont.)</i>	<i>IPE Overview for Experienced CSEPP Evaluators</i>
1130	Lunch	
1300	<i>Basic Evaluator and Controller Training for New Evaluators (Cont.)</i>	<i>IPE Overview for Experienced CSEPP Evaluators (Cont.)</i>
1400	<i>IPE Overview for New Evaluators</i>	<i>IPE Overview for Experienced CSEPP Evaluators (Cont.)</i>
1530	<i>Activity 1: Working with IPE Streams</i> Joint Session (teams work at tables in the Main Ballroom): Orientation — Evaluation Teams Established Student Activity: Teams review mock evaluator's notes and identify appropriate response streams for each entry. Students should use definitions provided in IPE Glossary (Tab 9, page F-1).	
1700	<i>End Day 1 Training</i> (Team and stream leaders stay for co-directors' meeting.)	
1700-1800	Team and Stream Leaders' Meeting with Exercise Co-Directors	

Evaluator and Controller Training, Day 2

Time	New Evaluators	Experienced/Lead Evaluators
0800	<i>Opening Remarks and Administrative Announcements</i>	
	Overview of Day 2 training	
0830	<i>Activity 2: Developing a Team Timeline</i> (Teams work at team tables in the Main Ballroom.)	
	<i>Student Activity:</i> Utilizing three different sets of mock evaluator's notes, students will develop: <ol style="list-style-type: none"> 1. A jurisdictional timeline, and 2. A listing of jurisdictional actions to be included in the exercise significant events timeline. 	
0930	<i>Activity 3: Pre-Exercise Planning</i> (Teams work at team tables in the Main Ballroom.)	
	<i>Student Activity:</i> Utilizing the JIC Evaluation Package, teams will study the exercise package contents and then plan the following: <ol style="list-style-type: none"> 1. Pre-exercise planning — team coverage, 2. Team members' mutual support in data collection, 3. Planning to obtain information collected by other teams, and 4. Development of a data collection plan based on the format provided. 	
1100	Lunch	
1230	<i>Activity 4: Exercise Observation and Data Collection</i> (Teams work at team tables in the Main Ballroom.)	
	<i>Student Activity:</i> Teams will divide into three groups and move to appropriate break-out rooms. At each break-out room, students will observe portions of a mock exercise and then return to their teams to discuss and share their observations with other team members.	
1400	<i>Activity 5: Exercise Report Writing and Timeline Development</i> (Teams work at team tables in the Main Ballroom.)	
	<i>Student Activity:</i> Students use their evaluator's notes from Activity 4 and the list of common issues identified by the class in Activity 4 to develop an exercise team report for the JIC response stream and a team jurisdictional exercise timeline.	
1700	<i>Questions and Answers</i> General Announcements Completion of Course Critiques End Day 2 Training	

Part 2:

**Lesson Plans
for New Evaluators*
and Experienced Evaluators†**

* Slides that pertain to new evaluators only are marked as such in bold type: **For New Evaluators Only**. When presenting this course for experienced evaluators, skip these slides.

† Slides that pertain to experienced evaluators only are marked as such in bold type: **For Experienced Evaluators Only**. When presenting this course for new evaluators, skip these slides.

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Welcome to...



**CSEPP
Introduction to
Emergency Exercise
Evaluation and Control**

Notes to Instructor

**For Both New and
Experienced Evaluators**

Instructional Text:

Welcome to the CSEPP Introduction to Emergency Exercise Evaluation and Control.

I am [name], and my co-instructors are [names].

Skip to page 2-4 to continue course for experienced evaluators only.

Transition to Next Slide: This next slide depicts our target audience for this course.

Target Audience

This course is specifically designed for:

**Those with little or no experience as
emergency exercise evaluators and
controllers in CSEPP exercises**

Notes to Instructor

For New Evaluators Only

Instructional Text:

This course has been specifically developed for participants in CSEPP exercises who have little or no experience as emergency exercise evaluators or controllers.

Transition to Next Slide: The next slide looks at your previous experience as an evaluator.

Getting to Know You

What is your previous experience as an evaluator or controller?

- None – can't even spell it
- Aware, but never been one
- 1 or 2 exercises
- Lots – Why am I here?

Notes to Instructor

For New Evaluators Only

Instructional Text:

Let's get to know each other. I would like each person to introduce himself or herself and let us know how much experience you may have had as an emergency exercise evaluator or controller.

A: None.

B: I know what they do, but I've never been an evaluator.

C: I've been an evaluator once or twice.

D: Why am I here with these beginners?

Skip to page 2-7 to continue course for new evaluators only.

Transition to Next Slide: The purpose of this training course is shown on the next slide.

Getting to Know You

What is your previous experience as an evaluator or controller?

- None: Why am I here?
- Aware, but never been one
- 1 or 2 exercises
- Lots

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

This unit is intended for evaluators or controllers who have previous experience as a CSEPP exercise evaluator or controller.

Let's get to know each other. Please introduce yourselves and let us know how much experience you have had as an emergency exercise evaluator or controller.

A: None **[suggest moving to the basic training session]**.

B: I know what they do, but I've never been an evaluator **[suggest moving to the basic training session]**.

C: I've been an evaluator once or twice.

D: Several times.

Transition to Next Slide: The purpose of this training course is shown on the next slide.

Purpose of Training

- Review evaluator/controller responsibilities
- Review best practices in data collection and note taking

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

Listed here are the general purposes of this unit.

Purpose of Training

- This course will **not** teach you the technical aspects of any specific emergency responder's actions.
- Evaluators and controllers should already be technical experts in the areas assigned to them.

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

Skip to page 2-14 to continue course for experienced evaluators only.

Transition to Next Slide: Let's take a look at the first photo.

Purpose of Training

- Provide exercise evaluators and controllers with basic knowledge and observational and data collection skills
- Provide practice in evaluator/controller roles
- Provide practice in evaluation report writing

Notes to Instructor

For New Evaluators Only

Instructional Text:

Listed here are the general purposes of this training course.

First, we plan to provide you with the basic knowledge and skills you need to have as emergency exercise evaluators and controllers.

Second, this class has been designed to give you a chance to discuss what you have learned.

Finally, the class will give you some practice in developing and writing an exercise evaluator's report.

Purpose of Training

- This course will *not* teach you the technical aspects of any specific emergency responder's actions.
- Evaluators and controllers should already be technical experts in the areas assigned to them.

Notes to Instructor

For New Evaluators Only

Instructional Text:

Transition to Next Slide: Now let's take a quick look at the materials you will be using in this course.

Course Materials

- **Student Notebook**
 - Slides and activities
 - Excerpts from “Chemical Stockpile Emergency Preparedness Program – Exercises,” March 19, 1999
 - Performance Evaluation Guides (PEGs)
 - Glossary of terms
- **Video tape**

Notes to Instructor

For New Evaluators Only

Instructional Text:

The main document for this training course is the student notebook. It contains copies of all of the slides we will show in class, along with room for you to take notes.

Transition to Next Slide: And finally — here’s how to get the most out of this course.

To Get the Most from This Course...

- Please listen
- Ask questions
- Share your experiences

Notes to Instructor**For New Evaluators Only****Instructional Text:**

First, please **listen** to what the instructors and other students have to say.

Next, **ask questions** to ensure you understand what is being presented. Remember, there is no such thing as a stupid question! And yes, it has been proven possible to stump the instructors — but you don't have to make it a personal goal.

Finally, **share your experiences** with the class.

Transition to Next Slide: Ok. Let's get started.

Getting Started



So —



**You want to be an
Emergency Exercise
Evaluator or Controller!**

Notes to Instructor

For New Evaluators Only

Instructional Text:

We hope that all of you are here because you want to be an emergency exercise evaluator or controller or because you were told you were going to become one.

Whether you want to be one or were told to be one, by the end of this class, our intent is that you will know how to be an emergency exercise evaluator or controller.

For many of you, being an evaluator or controller at a CSEPP community other than your own will give you valuable experience in seeing how other states and counties respond to a community emergency.

Transition to Next Slide: The objectives of this unit are shown on this next slide.

Unit 1: Objectives

- Describe the roles and responsibilities of exercise evaluators and controllers
- Describe exercise documents important to evaluators and controllers

Notes to Instructor**For New Evaluators Only**

Give students a minute to read this slide.

Instructional Text:

In this unit, we will set the groundwork on which we will build the rest of the course.

For those of you who are totally new to emergency management and especially to emergency exercises, this information will help increase your understanding of your responsibilities and the responsibilities of all the other people around you involved in the exercise.

Working effectively together as a team in the exercise organization will optimize the return on the significant investment of time, effort, and expense that is spent to prepare and conduct an emergency exercise to assure that it will achieve its purpose: to improve the community's capability to protect the health and safety of those involved in or affected by an emergency event.

Getting Started

OK —

**What does an exercise
evaluator or controller do?**

Notes to Instructor

For New Evaluators Only

Instructional Text:

For those who have no experience as an evaluator or controller, I have prepared a few photographs showing evaluators and controllers in action.

Transition to Next Slide: Let's take a look at our first photo.

Monitor Safety



Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Let's review some of the responsibilities of evaluators and controllers. One function, which is probably the most important function for everyone involved in an exercise, is to ensure all actions are accomplished in a safe manner. Exercise controllers have a special requirement to monitor safety. Exercise evaluators, however, because they are observing and are not under the pressure of reacting, can often be the first to recognize an unsafe act or condition.

Here you see responders moving a victim on a stretcher. We hope they're well trained to carry out that action safely. But as a controller or evaluator, if you see them doing something wrong that could cause actual harm to a victim, you should take steps to stop the action.

Transition to Next Slide: Let's take a look at the next photo.

Evaluate Exercise Play



Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

As an evaluator, you need to be close to the action so you can see and hear what's happening; yet, you should not get in the way of the responders.

Transition to Next Slide: Let's take a look at the next photo.

Evaluate Exercise Play (Cont.)



Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Here you see an evaluator in a baseball cap and red-striped shirt, clipboard in hand. The evaluator is observing the activities in the Emergency Operations Center. Notice that the evaluator is in a position to:

1. Observe.
2. Hear all the conversations at the table without interfering with the responders' actions.
3. Read over the shoulder of the players without interfering with their actions.

Transition to Next Slide: Let's take a look at the next photo.

Evaluate Conduct of the Exercise



Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

In a victim care scenario, there is likely to be a controller who tells the responders about the victim's vital signs (pulse, breathing, skin color) as they check for them.

The evaluator should be close enough to the action to determine if these activities are correctly executed. In addition, the evaluator has a responsibility to evaluate "exercise conduct" (that is, how well the exercise was set up and managed during exercise play).

In this case, the evaluator's role is not only to evaluate the responders' actions but also to determine if the controller is properly providing the victim's vital signs to the responders in a realistic manner and **only** as the information is earned.

Skip to page 2-19 to continue course for new evaluators.

Transition to Next Slide: Let's take a look at the next photo.

Stand near the Action



Be Observant!

Notes to Instructor

**For Experienced
Evaluators Only**

Instructional Text:

Ask the class: In this scene, where might an evaluator have to be to observe critical activities?

Possible answers: *In the van; just outside the van; down the road where people are clustered.*

If you're the only evaluator at this location, you might have to move around a bit.

Controllers Injecting and Tracking Play in SIMCELL



Notes to Instructor

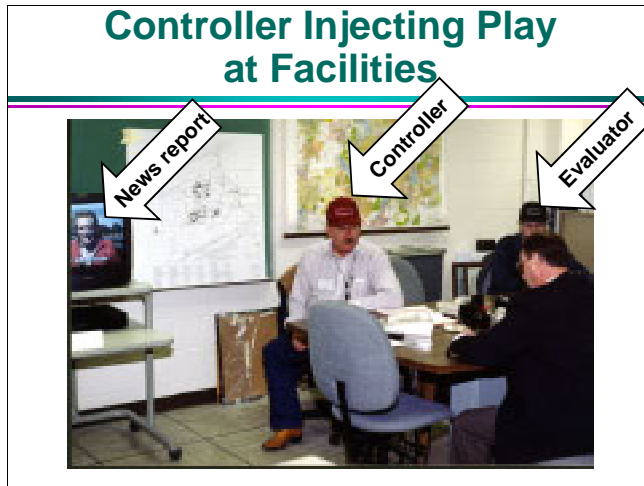
For Both New and Experienced Evaluators

Instructional Text:

Not all controllers are assigned to the incident scene, Emergency Operations Center, Joint Information Center, or other exercise location.

Here the controllers, who are wearing red hats, are providing input to the exercise from the SIMCELL. In the SIMCELL, controllers simulate the responses to all other activities not actually involved in the exercise by providing a desired or assumed response from that nonplaying office.

In addition, the SIMCELL may be operating as part of a larger control cell, in which the progress of the exercise is monitored and actions are taken to ensure that the exercise objectives are achieved.



Notes to Instructor

**For Both New and
Experienced Evaluators**

Instructional Text:

In this picture, the controller has inserted a pre-recorded video tape of a news report on the exercise event into the TV. This video gives the exercise players fairly realistic input on what the news stations are reporting and what corrective actions are necessary.

Controller Injecting Play in Field



Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

As in the earlier case in which the controller provided data on a victim's vital signs, this picture demonstrates other areas in which controller information is crucial to exercise play.

In this case, because there is no real event for the responders to see and there are no actual readings for their meter to record, controllers must know how to provide the necessary information to the responders in a manner consistent with how they would obtain the information if the event were real.

Controller Injecting Play in Field (Cont)

Providing
Post-decon
Information



Notes to Instructor

**For Both New and
Experienced Evaluators**

Instructional Text:

In this picture, the exercise controller is monitoring the proper use of decontamination actions in order to provide information to responders, if resurveyed, concerning the effectiveness of the decontamination shower.

Provide Oral Reports



Local Hot Wash



Post-Exercise Briefing

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Many CSEPP exercises conduct “hot wash” briefings at each exercise location immediately following an exercise.

The photo on the left shows a hot wash conducted at the incident scene; here controllers and evaluators listen as responders discuss their actions during the exercise. At many sites, the exercise controllers and evaluators also give their general impressions of the responders’ performance. The hot wash is also a great time to clarify answers to any questions about actions taken or not taken by the responders during the exercise.

The photo on the right shows a post-exercise briefing conducted by the exercise co-directors.

Transition to Next Slide: Let’s take a look at our final photo.

Provide Written Reports



Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

This final photo shows another important evaluator activity: the production of a well-written and properly referenced evaluation report.

Here you see an evaluator and controller who, after the exercise, found a quiet place to gather their thoughts, review their notes, and evaluate their observations in accordance with established plans and procedures.

Well-written evaluator critiques are crucial to improving the emergency response program for the community. You will have an opportunity to practice writing a little later today.

Skip to page 2-44 to continue course for experienced evaluators.

Transition to Next Slide: For New Evaluators Only: But right now, let's get familiar with the exercise documents you will be working with during an exercise. **For Experienced Evaluators Only:** The next slide shows the generic exercise organization.

Exercise Documents in Your Notebook

Exercise Plan (EXPLAN)

- Exercise scenario, including initiating event
- Extent-of-Play Agreement
- Master Scenario Events List (MSEL)
- MSEL implementers

Notes to Instructor

For New Evaluators Only

Instructional Text:

Here is a list of exercise documents you will be working with during an exercise. In your main student notebook — under the tab for Activity 3 — there is a sample exercise plan consisting of four documents: an Exercise Scenario, an Extent-of-Play Agreement, a Master Scenario Events List (or MSEL), and MSEL Implementers for a CSEPP exercise.

Additional Exercise Documents

- Public Affairs Plan
- Visitor and Observer Plan
- Control Staff Instructions (COSIN)
- Controller/Evaluator Telephone Directory
- Player Telephone Directory

Notes to Instructor

For New Evaluators Only

Instructional Text:

These are five other exercise documents that you will be working with. I'll tell you about them, but first let's have you brief each other on the first four documents that make up the Exercise Plan.

Re-display the previous slide. Assign each sample document to a person or small group.

Take a few minutes to study your assigned document(s). Then I will ask you to brief the class on the answers to these two questions:

Show next slide.

Brief the Class...

- What kinds of information are in your assigned exercise document(s)?
- Of what value is that information to an evaluator or controller?

Notes to Instructor**For New Evaluators Only**

Continue giving instructions to class. Tell students how long they have to work on their briefings.

Instructional Text:

Exercise Documents

Exercise Plan (EXPLAN)

This overview and plan of the exercise is distributed to all participants and shows:

- Purpose of exercise
- Objective(s) of the exercise
- Participating jurisdictions
- Extent-of-play and simulations
- Administrative and logistics
- Exercise control procedures

Notes to Instructor

For New Evaluators Only

This slide is not in the student notebook. Use it to comment on or add to the students' briefings as needed.

Call on the assigned class member(s) to brief the class.

Instructional Text:

Exercise Documents

Exercise Plan (EXPLAN) (Cont.)

- Participants' roles and responsibilities
- Communications procedures
- Security Plan
- Contingency and Safety Plans
- Public Affairs Plan
- Procedures for observers and visitors
- Post-exercise report information

Notes to Instructor

For New Evaluators Only

This slide is not in the student notebook. Use it to comment on or add to the students' briefings as needed.

Call on the assigned class member(s) to brief the class.

Instructional Text:

Exercise Documents

Exercise Scenario

- Includes information on initiating event and other key events that provide the framework for the exercise response to take place
- Requires a potential off-post impact which may force a low-probability, high-impact event sequence

Notes to Instructor

For New Evaluators Only

This slide is not in the student notebook. Use it to comment on or add to the students' briefings as needed.

Call on the assigned class member(s) to brief the class.

Instructional Text:

Exercise Documents

Extent-of-Play Agreement

- Describes what will be demonstrated and the extent of simulation during the exercise
- Should be treated as a *de facto* contract among the exercise planning team, controllers, evaluators, and participants.

Notes to Instructor

For New Evaluators Only

This slide is not in the student notebook. Use it to comment on or add to the students' briefings as needed.

Call on the assigned class member(s) to brief the class.

Instructional Text:

Exercise Documents

Master Scenario Events List (MSEL)

A chronological listing of key events, expected player actions, or actions introduced into play by exercise controllers

Notes to Instructor

For New Evaluators Only

This slide is not in the student notebook. Use it to comment on or add to the students' briefings as needed.

Call on the assigned class member(s) to brief the class.

Instructional Text:

Exercise Documents

MSEL Implementers

- Are actual messages or other information injected into play by controllers (e.g., messages, news reports, memoranda, letters, sights and sounds, etc.)
- List responsible controller, inject means, controller notes, anticipated player response, and space to record actual inject time and player response

For New Evaluators Only

This slide is not in the student notebook. Use it to comment on or add to the students' briefings as needed.

Call on the assigned class member(s) to brief the class.

Instructional Text:

Transition to Next Slide: Finally, here are some slides about other kinds of documents you will receive in a complete CSEPP exercise package.

Exercise Documents

Public Affairs Plan

- Is annex to EXPLAN
- Provides information on public affairs activities for responding to real-world media during and exercise period
- Lists exercise “mock media” procedures

Notes to Instructor

For New Evaluators Only

Instructional Text:

Exercise Documents

Visitor and Observer Plan

- Visitors and observers do not interact with exercise players during the exercise.
- Plan provides distinctive identifications for exercise co-directors.
- Visitors should have knowledgeable guides/escorts and be provided with transportation.

Notes to Instructor

For New Evaluators Only

Instructional Text:

Exercise Documents

Control Staff Instructions (COSIN)

- Provides instructions and information required only by the exercise controllers and evaluators
 - Instructions for basic control staff
 - Initiating event and scenario
 - MSEL and MSEL implementers
 - Exercise telephone directories

Notes to Instructor

For New Evaluators Only

Instructional Text:

Exercise Documents

Controller/Evaluator Telephone Directory

- This directory lists telephone numbers that controllers at exercise locations, SIMCELL, and the control cell and that exercise co-directors might need to use.
- Controllers and evaluators use this directory to report exercise progress and perform necessary coordination.

Notes to Instructor

For New Evaluators Only

Instructional Text:

Exercise Documents

Player Telephone Directory

- This directory lists telephone numbers that exercise responders and players might need to use during the exercise.
- Use of a Player Telephone Directory ensures that calls are directed to controllers in the SIMCELL rather than nonplaying organizations.

Notes to Instructor

For New Evaluators Only

Instructional Text:

Is It Time for a Break Yet?



Notes to Instructor

For New Evaluators Only

Instructional Text:

Are there any questions?

This page intentionally left blank.



Notes to Instructor

For New Evaluators Only

Instructional Text:

By now you should be more familiar with many different participants in an emergency exercise. However, how they fit together may still look like this picture.

For the next few minutes, we will be putting some structure to the exercise organization.

Transition to Next Slide: The objective of this unit is shown on the next slide.

Unit 2: Objective

- Describe the roles and responsibilities of the groups that make up the exercise organization.

Notes to Instructor**For New Evaluators Only**

Give students a minute to read the slide.

Instructional Text:

For those of you who are totally new to emergency management and especially to emergency exercises, this information will be very beneficial because it will increase your understanding of your responsibilities and the responsibilities of all the other people around you involved in the exercise.

Guidelines

Chemical Stockpile Emergency Preparedness Program Exercises

March 19, 1999

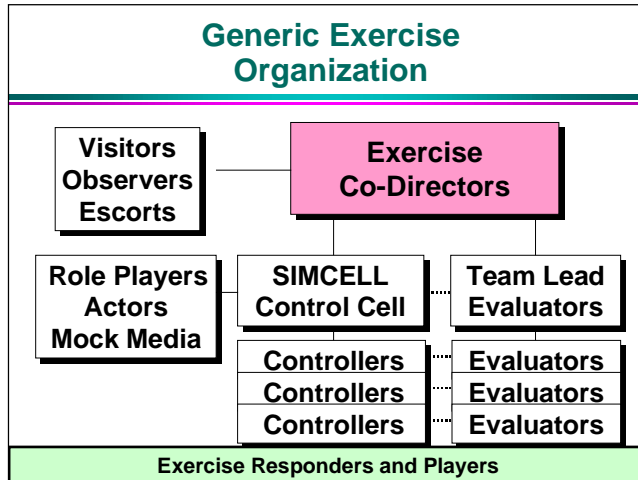
Notes to Instructor

For New Evaluators Only

Instructional Text:

Much of the information provided in this unit is found in the CSEPP Exercise Blue Book, currently titled *Chemical Stockpile Emergency Preparedness Program Exercises*, dated March 19, 1999.

You'll be looking at an excerpt from the Blue Book in a few minutes.



Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text for New Evaluators:

This diagram shows a generic exercise organization. Different communities may use slightly different terminology and structures, but the general flow should be similar to what is shown in this slide.

Let's start from the top of the chart.

The exercise co-directors are responsible for planning, conducting, evaluating, and reporting on the exercise.

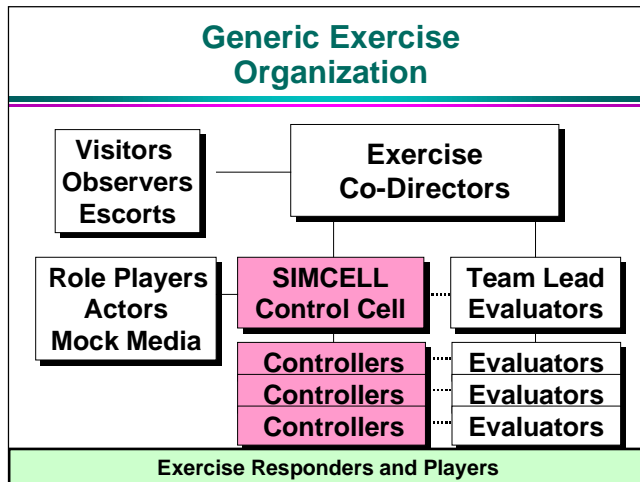
Instructional Text for Experienced Evaluators:

A complete exercise has many kinds of participants, such as the ones pictured in this generic organization chart. Let's quickly review some of the key responsibilities of each of these positions.

In your notebooks, turn to page 2-11, which is called "Who Does What?" Let's go through the page together. Call out the answer to each question.

Go through pages a question at a time. The instructor should need to add few, if any, comments.

Skip to page 2-50 to continue course for experienced evaluators.

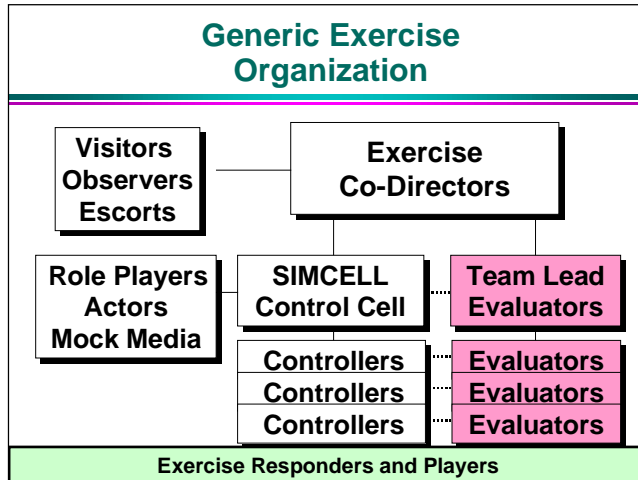


Notes to Instructor

For New Evaluators Only

Instructional Text:

Controllers initiate and oversee exercise play, as directed by the exercise co-directors.



Notes to Instructor

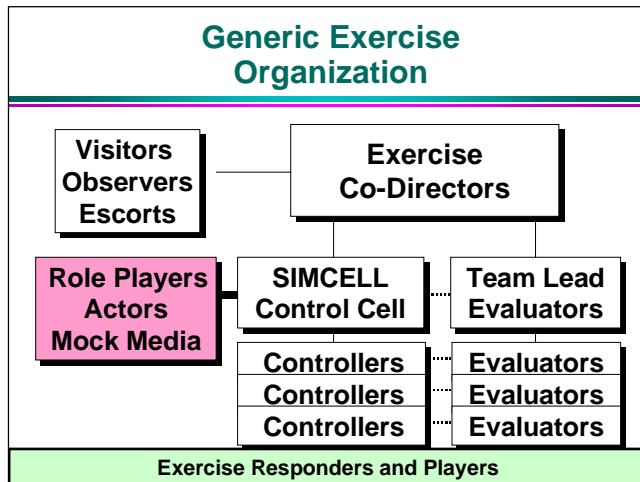
For New Evaluators Only

Instructional Text:

Evaluators observe, record, and report information related to the capabilities demonstrated by emergency responders.

The dashed lines on the slide indicate that controllers and evaluators are all part of the overall exercise organization and need to work together during the exercise to keep each other informed of each others' observations.

That being said, evaluators are organized into jurisdictional teams headed by a team leader. Each team's lead evaluator makes assignments for each evaluator on the team to ensure that all activities are observed and that evaluators and controllers share information to assure a complete picture of the jurisdiction's performance during the exercise.



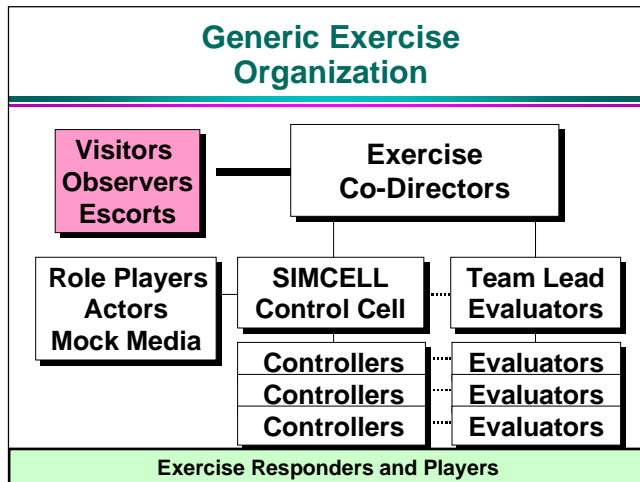
Notes to Instructor

For New Evaluators Only

Instructional Text:

Role players and **actors**, including **mock media**, are controllers who act out specific roles, to which exercise responders and players must react.

Transition to Next Slide: Let's now move on to visitors and observers.



Notes to Instructor

For New Evaluators Only

Instructional Text:

Visitors, observers, and escorts may be present to observe the exercise for official or educational reasons. They have no evaluation or control responsibility.

Responders or players are all personnel who are involved in reacting to the simulated event.

Student Activity

Page 2-6 of Student Notebook

Notes to Instructor**For New Evaluators Only****Instructional Text:**

Now let's get acquainted with these exercise participants in a little more detail. In your notebooks, turn to page 2-6. You'll see a list of descriptive phrases. Your job is to say to which exercise participants the phrases apply. In case you need help, some pages from the Blue Book are reprinted just behind your worksheet.

Give a time limit. Call on students to give their answers. Use the answer sheet appended to this unit to comment.

Transition to Next Slide: Let's now move on to exercise safety issues.

Exercise Safety & Security for Participants

- Comply with all laws
- Wear required protective equipment
- Avoid unsafe situations
- Maintain weapon safety
- Use “this is an exercise”
- Know what to do in a real emergency
- Have emergency capabilities ready

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

During an emergency exercise, the concern for safety and security is crucial, since the rapid pace of events can increase risk.

Although exercise evaluators are generally “invisible” during an exercise, there are times when it is not only appropriate but critical to take action if safety and security are compromised.

Although each site or facility has its own safety precautions, there are certain nearly universal precautions:

- Comply with local laws, including traffic regulations.
- Wear required protective equipment. Note that “required protective equipment” has two meanings within an exercise:
 - Equipment needed for exercise play only (e.g., PPE, even though no real agent is present) and
 - Equipment needed to perform actual tasks safely (e.g., hard hats and safety harnesses in a “cherry picker”).
- Ensure that players’ actions do not jeopardize the safety of themselves or other participants.
- Ensure that any weapon being used is empty and on safety. Specifics should be addressed in the exercise safety plan.
- Remind players to begin and end all communications by stating, “This is an exercise.”
- Know what to do if a real emergency occurs during the exercise.
- Have emergency capabilities ready in case of an accident.

Transition to Next Slide: Let’s now move on to exercise termination issues.

Exercise Termination

- Only the exercise co-directors can end an exercise
- Termination vs. suspension
- Restart requires careful coordination

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Only the exercise co-directors can end an exercise, but controllers generally carry the burden of communicating ENDEX, or a temporary hold or premature termination of the exercise.

Evaluators are not normally directly involved in the termination process unless they are doing double duty as controllers. However, an evaluator may be the first person to recognize and report an unsafe condition that could ultimately suspend or terminate the exercise.

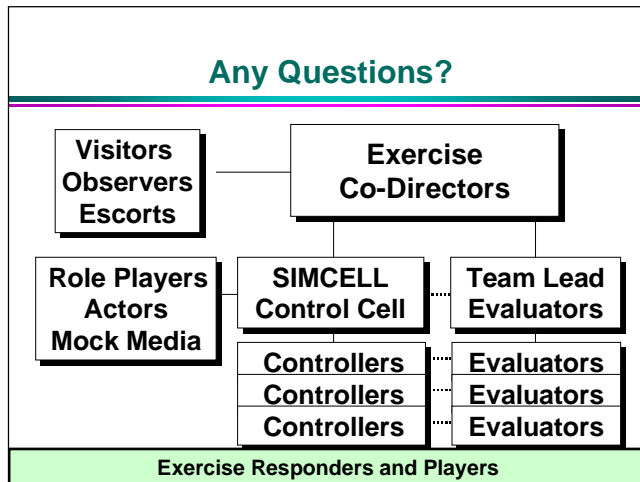
During such times, it is important to keep communication channels open. Stay off the radios and phones as much as possible to allow those who need to evaluate the situation to do so without being bothered by unnecessary requests for updated information.

It is the controller's responsibility to ensure that responders and evaluators understand what actions are being implemented.

As evaluators, your job is to fully understand the conditions of the suspension, termination, or restart. Your evaluation report must take any directed actions into account to prevent unwarranted negative comments.

Your exercise package should contain specific information on exercise termination and suspension provisions. You must be familiar with the termination process before the exercise. The time of the emergency is the wrong time to be looking up the necessary procedures.

Skip to page 2-57 to continue course for experienced evaluators.



Notes to Instructor

For New Evaluators Only

Instructional Text:

Any questions on the exercise organization before we move on?

Video Clip

The Controller

Notes to Instructor

For New Evaluators Only

This video is not mentioned in the student notebook. The video and discussion may be omitted if time is running short.

Instructional Text:

As a bonus, we have video footage of a controller showing how — and how not — to give earned information to responders. The controller has vital signs for an “unconscious” victim.

Show video. Pause and discuss with class between the following vignettes.

1. Controller ok response.
2. Controller places information about vital signs on victim before responders arrive.
3. Controller gives all vital signs when asked without responders having to earn the information.
4. Controller states, “You have to earn that information,” and then provides excessive prompting.
5. Controller responses are good.

**It's Time for Another
Break!**



Notes to Instructor

For New Evaluators Only

Instructional Text:

Unit 3**Collecting Exercise
Information****Notes to Instructor****For New Evaluators Only****Instructional Text:**

Unit 3 Objectives

- Identify - *Methods* to obtain appropriate exercise information
- Identify - *Types of information* that should be recorded to adequately document exercise

Notes to Instructor

For New Evaluators Only

Instructional Text:

The intent of this unit is to provide you with information that you can use as an evaluator **to ensure you can effectively observe and gather appropriate exercise information.**

- We will look at **appropriate methods** that you can follow to gather exercise information, and
- We will look at the **types of information** that you should record or collect during an exercise — the information that will help you to adequately document exercise play.

Transition to Next Slide: The next slide lists the steps to successful pre-exercise preparation.

Steps to Successful Pre-exercise Preparation



Attend pre-exercise training



Review exercise package



Understand scenario and extent-of-play



Ask questions — **understand your assignment**

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

The four steps shown here will help you properly prepare for your role as an exercise evaluator or controller.

Simply put, you should:

- Attend the pre-exercise training session.
- Review the entire exercise package to
- Completely understand the scenario documents.
- And finally, ask questions to understand your specific assignment before the exercise begins.

Role of an Evaluator

Based on plans, procedures, agreements, extent-of-play, etc., observe, document, and evaluate the capability of:

- Responders
- Facilities
- Equipment
- Resource documents

to provide for effective emergency response, mitigate the incident, and protect the health and safety of the public.

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

What are you supposed to do now that you have been selected as an evaluator?

What is your job as an evaluator?

Based on the plans, procedures, agreements, the exercise extent-of-play, etc., evaluators document and evaluate responder performance and the adequacy of facilities, equipment, and resource documents to:

- Provide for effective emergency response,
- Mitigate the incident, and
- Provide for the protection of the health and safety of the public.

Skip to page 2-63 to continue course for experienced evaluators.

Evaluator Characteristics

Individual evaluators are:

- Unbiased
- Objective
- Technical or functional experts

Notes to Instructor

For New Evaluators Only

Instructional Text:

Individual evaluators are:

- Unbiased;
- Objective; and
- Technical or functional experts, based on training and experience.

These are important points to remember because, as an evaluator, you may be called upon to evaluate your friends and co-workers at your facility.

To do a credible job, you must:

- Be technically competent, based on your technical training or past experience;
- Remain unbiased; and
- Maintain an objective viewpoint.

Basis of Evaluation

Measured against:

- Emergency plans
- Implementation procedures
- Operational checklists
- Performance evaluation guides (PEGs)

Notes to Instructor

For New Evaluators Only

Instructional Text:

To maintain your **credibility** and **objectivity** in your job as an evaluator, you should evaluate responders' performance, facilities, and equipment against local emergency plans, implementing procedures, and operational checklists to detect any deviations that may have occurred.

In addition, you should be familiar with the performance evaluation guides, or PEGs, that are applicable to your jurisdiction and assigned evaluation area.

A deviation alone is not necessarily a issue; however, it should be captured and reported. Rather than becoming an issue, the deviation may become the route to a new and improved practice that should be implemented in a future change to plans and procedures.

Know Your Job

**What Was I
Supposed
to Do?**



Notes to Instructor

For New Evaluators Only

Instructional Text:

Preparation is the key to effective evaluation.

Persons assigned as evaluators cannot just show up on the day of the exercise and expect to do a good job.

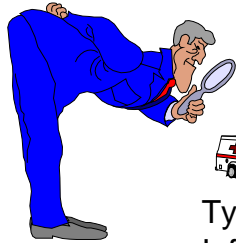
Evaluators need to be trained and thoroughly prepared for their assigned duties for each exercise.

This preparation includes working to understand all the material you receive prior to your assignment and knowing how to obtain or collect exercise information.

Transition to Next Slide: Now let's move into a new area.

Developing Good Observation Techniques

Appropriate
Methods



Types of
Information

Notes to Instructor

For New Evaluators Only

Instructional Text:

Next, we will discuss some basic tools and techniques used by experienced evaluators.

**Observation and Evaluation
Tools and Techniques**

- Know the scenario and extent of simulation allowed
- Review local plans and procedures
- Take detailed notes
- Focus on critical activities
- Stand near the action
- Divide responsibilities (team coverage)

Notes to Instructor**For Both New and
Experienced Evaluators****Instructional Text for New Evaluators:**

First, let's review some of the tools and techniques discussed earlier. These include:

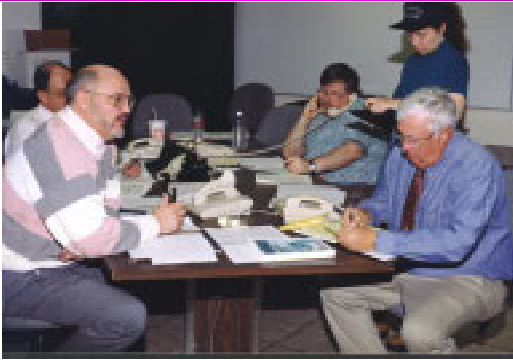
- Know the scenario and extent of play and allowed simulation.
- Review local plans and procedures.
- Take detailed notes.
- Focus on critical evaluation activities.
- Stand near the action.
- Divide responsibilities and work as a team.

Instructional Text for Experienced Evaluators:

Here is a quick review of some of the best practices of experienced evaluators.

Skip to page 2-67 to continue course for experienced evaluators.

Take Detailed Notes



Notes to Instructor

For New Evaluators Only

Instructional Text:

As an evaluator, it's very important for you to:

Take detailed evaluator notes. Take more notes, not less.

Here we seen an evaluator working diligently to capture **each and every word** the Emergency Management Coordinator is saying.

Right?

Wrong!!

Your thoughts?

Documentation Is Critical

But if you take detailed notes on *everything*, you'll be swamped!



Notes to Instructor

For New Evaluators Only

Instructional Text:

Although you need to take detailed notes, in an exercise that may last 4 or 5 hours, there are lots of things you might record.

How do you know what to document? **The key is to focus on significant events and the time they occur.**

You should also capture as much information as possible on all actions and times, since they may become important to you or other evaluators later, during the evaluation and report writing phase.

Focus on Significant Activities

Student-Activity

- Work in groups of 2–3.
- Develop a list of the types of events or activities that you would consider significant for an exercise evaluator to anticipate and record during the exercise.

Notes to Instructor

For New Evaluators Only

This slide is a blank place holder in the student notebooks. It is displayed to give the students time to self-identify significant events.

Assign students to work individually or in groups. Give students an appropriate time limit.

Instructional Text:

In your notebooks, list several kinds of events you think would be important to take note of during an exercise.

Call on individuals or groups to present their lists to the class. List their replies on a whiteboard, blackboard, flipchart, or transparency. Comment as needed. Use the next two slides to review or comment on the students' answers.

Focus on Significant Activities

- Initiation of scenario events
- Activation and staffing times
- Response to the scenario

Notes to Instructor

For Both New and Experienced Evaluators

This slide is not in the student notebooks. Use it to comment on or add to students' responses as needed.

Instructional Text:

Here are a few items usually considered to be significant events during an exercise:

- Initiating scenario events (release begins)
- Facility staffing, activation, and completion patterns who is there versus who should be there and when did they arrive
- Actions of responders in response to the scenario

Focus on Significant Activities (Cont.)

- Key decisions made by directors, coordinators, judges, politicians
- Deviations from plans and procedures
- Completion time of events

Notes to Instructor

For Both New and Experienced Evaluators

This slide is not in the student notebooks. Use it to comment on or add to students' responses as needed.

Instructional Text:

Here are a few more items usually considered as significant events during an exercise:

- **Key decisions** by directors, coordinators, judges, and politicians, **times initiated**, and **times completed**;
- **Deviations** from plans and procedures;
- **Times** when **mitigating actions were completed**; and
- **Real** emergency events.

You'll also get documents called Performance Evaluation Guides, or PEGs, that will help you recognize significant events to look for. We'll see some PEGs later in the course.

Evaluators' Notes

Evaluators document the exercise by maintaining a chronology, or time line, of important events, decisions, and actions in their area.

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

An evaluator's primary responsibility is to document observations of responder activities. This includes maintaining a chronology of events to ensure that the accomplishment of key actions is recorded.

Perhaps the best way to record significant events is to use a time-line format in taking your notes.

Since a time line of significant events will be produced for the exercise, having your notes in chronological format will help you and your team to develop your portion of the exercise time line of significant events.

Evaluators' Notes

<u>S. Wilson 5/17/00 County Warning Point + EOC</u>	
<u>Time</u>	<u>Notes</u>
0730	Arrived County 911 - WP next to EOC
0805	Hot line call from J.Brown at Depot - Explosion in igloo 417. Some injuries, on-site siren activated and PAR to evacuate sector 9 to South.
0808	WP notified EDO + EOC of incident + facts (ok)
0809	Moved to EOC
0810	EDO begins notify ERO persons
0821	EDO ends notify ERO persons (got N list)
0825	Emer. Manager arrives and is briefed by EDO
0830	EM declares EOC fully operational

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Let's take a moment and look at a typical format for a time line/chronology of events.

You can draw this yourself or use a preformatted page supplied by the exercise planners.

Header: Can possibly include

- Your name,
- Date, and
- Evaluation assignment.

Body: Can be divided into two columns

- Left-hand column shows the times that the events occurred and
- Right-hand column has notes about events.

Use your own shorthand/abbreviations/arrows — whatever works for you.

Skip to page 2-76 to continue course for experienced evaluators.

Stand near the Action



Be Observant!

Notes to Instructor

For New Evaluators Only

Instructional Text:

I cannot stress strongly enough how important it is to:

Focus on critical activities.

Because if you are

- **Not in position to see** something happening, then
- You **cannot document** actions.

Ask the class this question:

In this scene, where might an evaluator have to be to observe critical activities?

Possible answers: In the van; just outside the van; down the road where people are clustered.

If you're the only evaluator at this location, you might have to move around a bit.

Stand near the Action



Be Observant!

Notes to Instructor

For New Evaluators Only

Instructional Text:

In this scene of a news briefing, you, as evaluator, could probably be at the back of the room, since the speaker should be audible to the entire audience. You should not be in the way of the cameras or people's line of sight. After the news briefing, you could go forward to examine the visual aids.

Stand near the Action



Don't Miss the Obvious!

Notes to Instructor

For New Evaluators Only

Instructional Text:

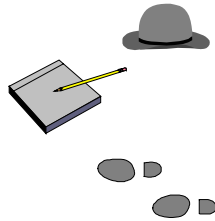
But in this scene, if you were standing at the location from which the picture was taken, you'd miss what was happening in the tent and to the right of the tent.

Remember

- If you **cannot see** something happening, then
- You **cannot record** the event.

Direct Observation

As an evaluator you are,
for the most part,
“invisible” to
the players.



Notes to Instructor

For New Evaluators Only

Instructional Text:

But remember that as an evaluator, you are, for the most part, considered to be “invisible” to the players, and you should move as needed to observe exercise activities.

By invisible, I mean that you should **in no way interfere with players as they do their jobs.** You should be as **unobtrusive** as possible while still doing your job.

- **Don't coach** players,
- **Don't offer assistance**, and
- **Don't answer questions** from players.

Refer questions to a controller.

Direct Observation

An
Evaluator
Should Be
Invisible
and
Involved



Notes to Instructor

For New Evaluators Only

Instructional Text:

As I said before, you need to stand near where the action is occurring.

Experienced evaluators develop the ability to stay close to responder decision makers without interfering with exercise play.

In order to perform a good evaluation you need to:

- Hear what's being said,
- See actions as they occur, and
- Read players' logs, even over their shoulders.

Sometimes it's necessary to read a document as it is created (for example, an EAS message to note its contents and when it was actually completed, faxed, and received).

Remember, invisible does not mean not involved!

Gather Exercise Information; Collect Exercise Material

Time	Event
0935	Received call to report to ECC
0942	Arrived ECC
1048	Began notifications to off-site organizations.
1055	Completed notifications.

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Another way to collect information is to obtain copies of all exercise materials that are either generated or received at your location.

Examples include:

- **Messages** to players,
- **Player logs** of their activities,
- **Emergency notification or status forms**,
- **Press releases**.

Ask this question:

Does any one in the class have another suggestion to add to the list?

Answers could include sign-in sheets, computer logs, copies of EAS messages, faxes in and out, fax logs, messages in and out in any form, message logs, technical data sheets, plume plots, etc.

Even if you personally do not need these documents, they will be essential to the evaluation team when the team members attempt to reconstruct the sequence of exercise events at the post-exercise meetings.

Why Keep Accurate Notes?

So that after the exercise you can analyze events correctly by analyzing the following questions:

- What happened?
- What was supposed to have happened?
- Why was there a difference?
- What was the impact?
- What should be learned and what are the recommendations for correction?

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Another reason to take detailed notes is that they will help you and possibly other evaluators — even those from other locations — document issues.

After the exercise you will need to:

- Clearly document **what happened**,
- State **what should have happened**,
- State **why there were any differences**,
- State **what the impact was**, and
- State **what should be learned and what should be done differently**.

These points apply to notable, well-done items as well as to exercise problems.

In the next unit, we will take a closer look at these questions.

Skip to page 2-79 to continue course for new evaluators.

Student Activity

**Student Notebooks
Chapter 2, page 2-11**

Notes to Instructor

**For Experienced
Evaluators Only**

Instructional Text:

Another Break Already?



Notes to Instructor

**For Both New and
Experienced Evaluators**

Instructional Text:

Are there any questions?

Unit 4**Documenting Exercise
Results
(The Evaluation Report)****Notes to Instructor****For New Evaluators Only**

**(When teaching this course
for experienced evaluators,
skip the rest of this section.)**

Instructional Text:

Skip to page 3-1 to continue course for experienced evaluators.

Unit 4 Objectives

- Identify the components of a well-written narrative report
- Practice skills in writing issues

Notes to Instructor

For New Evaluators Only

Instructional Text:

The Evaluator's Job (A Quick Review)

- **Evaluate:**
Player performance, procedures,
facilities, equipment, exercise
conduct
- **Present:**
Oral debriefs, written observations
and recommendations

Notes to Instructor

For New Evaluators Only

Instructional Text:

Types of Problems

- **Communication**
- **Command and control**
- **Failure to follow plans and procedures**
- **Conduct of the exercise**

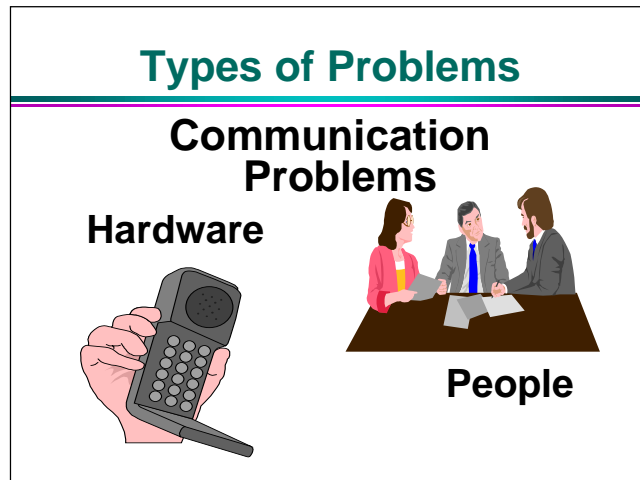
Notes to Instructor

For New Evaluators Only

Instructional Text:

Generally, exercise problems can be grouped into the following categories:

- Communication (alert and notification, calldowns, faxing, instructions),
- Command and control,
- Failure to follow plans/procedures, and
- Conduct of the exercise.



Notes to Instructor

For New Evaluators Only

Instructional Text:

Communication problems are usually caused by:

- Hardware problems or
- People problems.

You can easily distinguish between them. For example:

- **Hardware problem**: Radio/fax/e-mail malfunction.
- **People problem**: Failure to notify a particular organization by fax, phone, e-mail, courier.

It is important to note that many times **you do not become aware** of communication problems **until after the exercise**, when you coordinate your observations with those of other evaluators stationed at other locations.

Types of Problems

Direction and Control



Notes to Instructor

For New Evaluators Only

Instructional Text:

Direction and control is another area where you commonly find problems.

Direction and control problems may involve:

- **Lack of information or instructions to the staff**, which results in the staff not doing a task at a certain time.

Example: Failure to give periodic briefing to the EOC staff on the status of the emergency.

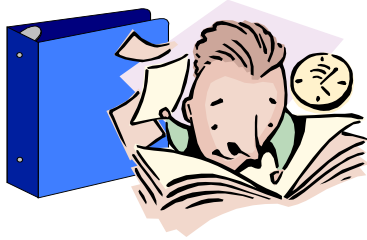
- **Poor or no decision making** on the part of the person in charge.

Example: Failure to make a timely protective action decision.

Direction and control must be documented very carefully, especially if the problem can be interpreted as a **judgment call** on your part.

Types of Problems

Failure to Follow Plans and Procedures



Notes to Instructor

For New Evaluators Only

Instructional Text:

Should someone fail to do some step in an established procedure, this failure could have good, neutral, or bad results.

Any impact should be documented so that later a determination can be made whether performance requirements were enhanced or not met.

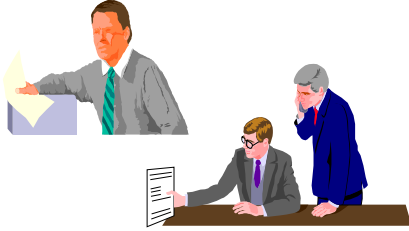
You should document:

- What the procedure states should be done,
- What was done instead, and
- The impact or nonimpact this action had on the response.

If the deviation resulted in improved performance, your exercise report should include the recommendation to consider that the procedure be adopted as appropriate.

Types of Problems

Conduct of Exercise



Notes to Instructor

For New Evaluators Only

Instructional Text:

Evaluators should also document their observations regarding errors or problems in the scenario or the conduct of the exercise.

They may include items such as these:

- Critical messages not injected,
- Prompting of players,
- Other items that interfere with the players' demonstration of objectives, or
- Simulations not properly carried out.

Issue Documentation

Cause: The EOC manager failed to provide periodic briefings throughout the exercise after protective action decisions were made and implemented.

Notes to Instructor

For New Evaluators Only

Instructional Text:

To strengthen your evaluation report, when writing descriptions, use a **cause-and-effect** style of writing.

Here is an example of a cause for a direction and control problem.

Issue Documentation

Effect: As a result, EOC staff were not informed of the decision to evacuate the north side of the depot until 30 minutes after the PAD was made and implemented. Therefore, the Public Inquiry desk incorrectly told the media that no personnel had been evacuated from the depot.

Notes to Instructor

For New Evaluators Only

Instructional Text:

And here is an example of the effect.

Evaluator Report Format

Document observations:

- What happened?
- What was supposed to happen?
- Why was there a difference?
- What was the impact?
- What should be learned and what are the recommendations for correction?

Notes to Instructor

For New Evaluators Only

Instructional Text:

As a reminder, here again are the five questions that should be answered in a complete narrative report. By answering these five questions, you will document the cause and effect of what happened.

Sample Evaluator Report 1
1. What Happened?

At this point in the response, in this situation, the jurisdiction chose to take action B.

Notes to Instructor**For New Evaluators Only****Instructional Text:**

To illustrate the report format, in your notebooks you have an excerpt from a CSEPP exercise report. As I go through it on the screen, circle and label the sections on your page to show where each of the five questions is answered.

Students do not have this slide. Instead, they have the complete narrative on one page.

This sentence tells what happened.

Sample Evaluator Report 1
2. What Was Supposed to Happen?

The Jurisdiction emergency plan, page 7, Sec. 2.a.3, indicates that action A should have been taken.

Notes to Instructor

For New Evaluators Only

Students do not have this slide. Instead, they have the complete narrative on one page.

Instructional Text:

This sentence tells what was supposed to happen.

Sample Evaluator Report 1
3. Why Was There a Difference?

Based on the information available in the EOC at the time, action B was a logical choice. However, had the jurisdiction initiated an update prior to implementing action B, the jurisdiction probably would have chosen the correct action A.

Notes to Instructor**For New Evaluators Only**

Students do not have this slide. Instead, they have the complete narrative on one page.

Instructional Text:

These sentences tell why there was a difference.

Sample Evaluator Report 1
4. What Was the Impact?

The jurisdiction's implementation of action B caused X, Y, and Z to occur. Z led to a positive result. However, X and Y stopped county 2 from implementing a key element of its response.

Notes to Instructor**For New Evaluators Only**

Students do not have this slide. Instead, they have the complete narrative on one page.

Instructional Text:

These sentences tell what the impact was.

Sample Evaluator Report 1
5. What Should Be Learned?

X could have been avoided if the jurisdiction had sought additional information earlier. Closer coordination with county 2 could have prevented Y. Use of the “crash phone” for point-to-point conversations with county 2 could have overcome the communications difficulties.

Notes to Instructor**For New Evaluators Only**

Students do not have this slide. Instead, they have the complete narrative on one page.

Instructional Text:

These sentences tell what should be learned.

Sample Evaluator Report 1**6. What Are the Recommendations for Correction?**

It is recommended that the jurisdiction identify the missed piece of information as a critical need in its SOP and in IPs for the EOC. During quarterly CAIRA exercises, practice using the “crash phone” as a means of exchanging critical information or decisions with adjacent jurisdictions.

Notes to Instructor**For New Evaluators Only**

Students do not have this slide. Instead, they have the complete narrative on one page.

Instructional Text:

These sentences give recommendations for correction.

From experience, we’ve learned that it’s hard to distinguish between “what should be learned” and “recommendations for correction.” So in the report format, those two questions are combined into one.

Sample Evaluator Report 2

Now You Try One

Circle and label the sentences that tell:

1. What happened?
2. What was supposed to happen?
3. Why was there a difference?
4. What was the impact?
5. What should be learned and what are the recommendations for correction?

Notes to Instructor

For New Evaluators Only

Instructional Text:

In your notebooks, turn to Sample Evaluator Report 2. Take a few minutes to read it, then circle and label the parts that answer the five questions.

Give students a time limit. Call on them for their answers, and comment as needed. The next five slides are not in the student notebook. Use them as needed to show the “school solution.”

Sample Evaluator Report 2**1. What Happened?**

Grover County EOC has a listing of all schools and licensed day-care facilities within the County, including their names, telephone numbers, contact persons, and approximate capacities... .

One school, East End School, is located in Sever County but is a part of the Sheridan School District in Grover County. As such, the protective actions for East End School are the responsibility of Grover County. However, there is no evidence that the school was notified... .

At 1043, almost two hours after the evacuation PAD was issued, the Deputy Coordinator of the Grover County EOC received a call from the Sever County Deputy Director of Emergency Services. Realizing that students and staff at the school were unaware of the emergency, the Sever County Deputy Director was told to evacuate the school to Holland Chapel in Sever County.

Notes to Instructor**For New Evaluators Only**

Students do not have this slide. Instead, they have the complete narrative on one page.

Instructional Text:

These sentences tell what happened.

Note that, unlike the first report, this report goes back and forth between “what happened” and “what was supposed to happen.” That’s ok, as long as all the points are covered.

Sample Evaluator Report 2

2. What Was Supposed to Happen?

The Sheridan Public Schools Plan indicates the Grover County OES will notify the school district when a community emergency is declared (as it was in this event)...

The Plan calls for relocating students and staff to the host school, Wilbur D. Mills High School in Polk County. This notification should have occurred shortly after 0850 when the Sever County judge ordered the evacuation of Zone CC where East End School is located.

Notes to Instructor

For New Evaluators Only

Students do not have this slide. Instead, they have the complete narrative on one page.

Instructional Text:

These sentences tell what was supposed to happen.

Note that, unlike the first report, this report goes back and forth between “what happened” and “what was supposed to happen.” That’s ok, as long as all the points are covered.

Sample Evaluator Report 2

3. Why Was There a Difference?

In an interview, the Sheridan School System Director of Transportation and Maintenance indicated that, according to the Sheridan Public Schools Plan, he was responsible for the implementation of protective actions for the East End School, including initial notification of an emergency... .

There is no evidence this notification took place.

Notes to Instructor

For New Evaluators Only

Students do not have this slide. Instead, they have the complete narrative on one page.

Instructional Text:

These sentences tell why there was a difference.

Some class members may have divided the material differently among the questions. That's ok, as long as all the points are covered.

Sample Evaluator Report 2
4. What Was the Impact?

The combination of these actions – late notification of the school and relocation to a location not called for in the plans – could have put the school students and staff at risk and caused unnecessary anxiety for the children’s parents.

Notes to Instructor**For New Evaluators Only**

Students do not have this slide. Instead, they have the complete narrative on one page.

Instructional Text:

This sentence tells what the impact was.

Sample Evaluator Report 2**5. What Should Be Learned and What Are the Recommendations for Correction?**

The plans and procedures fully describe the means of implementing protective actions for East End School. The Grover and Sever County Emergency Coordinators, and officials of the Sheridan School System, should follow them. Further assurance would be provided by developing an MOU to clarify the responsibilities of all parties in assuring the protection of East End School.

Notes to Instructor**For New Evaluators Only**

Students do not have this slide. Instead, they have the complete narrative on one page.

Instructional Text:

These sentences tell what should be learned and give recommendations for correction.

Practice Documenting an Issue

- You are the evaluation team leader.
- Team members have brought you the following comments concerning their assigned areas.
- Your job: Expand their comments into complete narratives, with all five questions answered. (For now, make up information as needed.)

Notes to Instructor

For New Evaluators Only

Instructional Text:

Now that we've looked at some complete narratives, let's practice writing some.

During this activity, pretend that you are the lead evaluator at a full participation exercise.

Team members have brought you the following comments concerning their assigned areas.

Your job is to expand their comments into complete narratives. That means, make sure that all five questions are answered.

For now, you will have to make up answers to some of the questions.

All five of the following slides are in the student notebooks. Assign one or more to each person or small group; you may assign the same issue(s) to everyone or different issues to different class members. Give students a time limit, and then call on them to present their narratives. Comment as needed.

**Practice Documenting
an Issue****Issue 1**

Procedures require that an initial statement to the press be prepared for approval within 30 minutes after the initiating event. This did not occur.

Notes to Instructor**For New Evaluators Only****Instructional Text:**

**Practice Documenting
an Issue**

Issue 2

Staffing at the EOC was not in accordance with the facility plan and SOPs.

Notes to Instructor**For New Evaluators Only****Instructional Text:**

**Practice Documenting
an Issue**

Issue 3

The EOC status boards were not adequately maintained.

Notes to Instructor**For New Evaluators Only****Instructional Text:**

**Practice Documenting
an Issue**

Issue 4

The hazards analyst produced only a single plume plot. Significant actual weather changes occurred during the exercise, which should have resulted in modified plume plots.

Notes to Instructor**For New Evaluators Only****Instructional Text:**

**Practice Documenting
an Issue**

Issue 5

The 911 warning point clerk failed to notify several off-site agencies.

Notes to Instructor**For New Evaluators Only****Instructional Text:**

One Possible Solution to Issue 4

The hazards analyst produced only a single plume plot. Significant actual weather changes occurred during the exercise, which should have resulted in modified plume plots. The hazards analyst knew of the changed weather. However, he received no requests for new plots; therefore, he produced none. As a result, protective action decision makers made incorrect decisions based on old information.

Notes to Instructor

For New Evaluators Only

These two slides on Issue 4 are not in the student notebooks. Use them as needed to illustrate a possible expanded narrative for Issue 4.

Instructional Text:

**One Possible Solution
to Issue 4 (Cont.)**

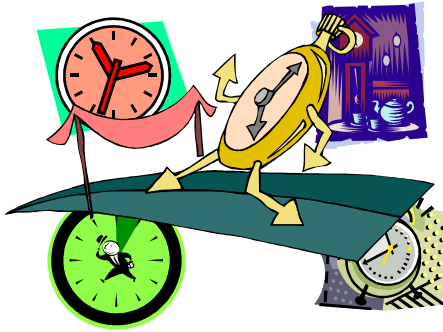
A more proactive stance by the hazards analyst could have prevented these incorrect decisions. It is recommended that the hazards analyst be directed to produce new plume plots and give them to decision makers not only upon request, but whenever changed weather conditions are reported.

Notes to Instructor**For New Evaluators Only**

These two slides on Issue 4 are not in the student notebooks. Use them as needed to illustrate a possible expanded narrative for Issue 4.

Instructional Text:

Moving Right Along...



Notes to Instructor

For New Evaluators Only

Instructional Text:

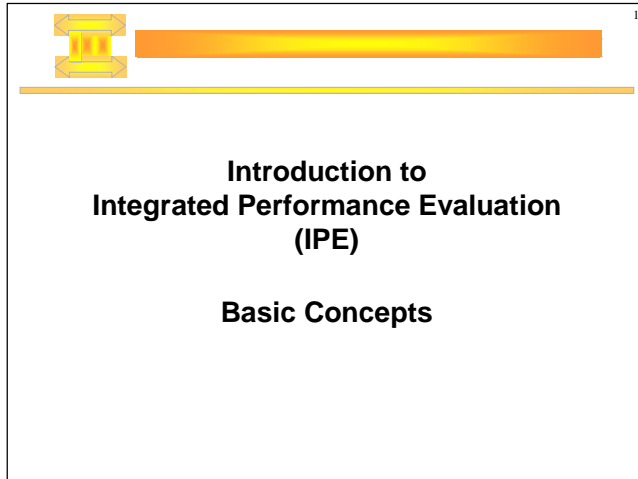
Next up is an overview of "IPE." But first, take ten.

This page intentionally left blank.

Part 3:

**Teaching Integrated Performance
Evaluation Concepts:
Units 1 through 3**

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Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Introduce yourself and any assistant instructors or facilitators who will be participating in the instruction.

Cover administrative details, such as the location of restrooms. Inform participants that breaks will be taken at the end of each block of instruction and that training materials will be handed out at the end of each block of instruction.

Conduct a learner “needs assessment” by asking students, **“What do you expect to learn about IPEs during this class?”** Try to draw out students’ concerns that may be a result of rumors about the IPE process. Record the students’ answers on the instructor flip chart. Record **all** answers. Allow time for “piggybacking” of student responses. As a chart is filled, hang it on the wall or display it by some other method so that the results can be seen throughout the program of instruction.

**INTEGRATED PERFORMANCE EVALUATION**

2

IPE Module Objectives

Be able to:

- **Define** the IPE methodology
- **Describe** the seven response streams
- **Describe** and **use** performance maps, performance evaluation guide, and stream narrative sheet
- **Develop** a data collection guide

Notes to Instructor**For Both New and Experienced Evaluators****Instructional Text:**

Consolidate and tie students' responses to instructional objectives with the purpose of being able to:

- Describe the differences between current CSEPP exercise evaluation processes and the IPE methodology.
- Describe the seven response streams.
- Describe and use performance maps, performance evaluation guides, and observation recording and analysis forms.
- Develop a data collection guide.



3

IPE Module Objectives (Cont.)

- **Consolidate** collected information; **group** observations into positive, negative, and neutral issues; and **prepare** supporting data
- **Analyze** exercise results using the IPE methodology
- **Write** a summary narrative for a jurisdiction's response stream
- **Write** an IPE narrative for the community

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

- Consolidate collected information; group observations into positive, negative, or neutral issues; and prepare supporting data sets.
- Analyze exercise results using the IPE process.
- Write a summary narrative for a response stream.
- Write a narrative for an exercise issue.

**INTEGRATED PERFORMANCE EVALUATION**

4

Outline

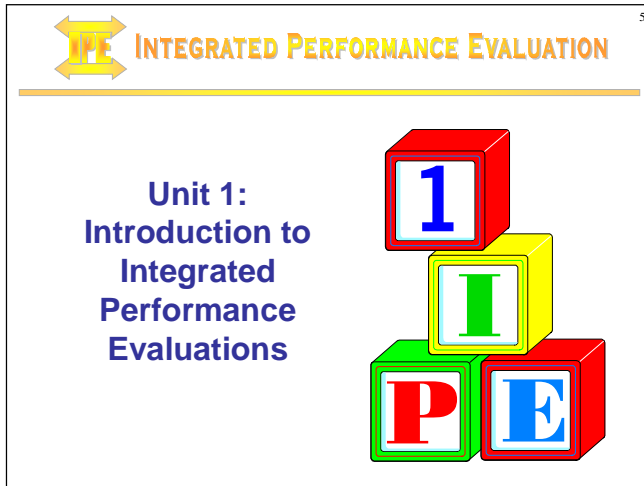
- Unit 1: Introduction to Integrated Performance Evaluations
- Unit 2: Organizing the Evaluation
- Unit 3: Observation, Analysis, and Reporting

Notes to Instructor**For Both New and Experienced Evaluators****Instructional Text:**

Review the blocks of instruction. Blocks 1 through 4 will be covered this afternoon.

The question-and-answer session is optional but is available to students who want to talk more about the concept.

Block 5 will be conducted tomorrow morning and will provide practice in IPE methods. We will work in small groups.



Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Use appropriate words to transition from the introduction to course materials. This section will:

- Describe the IPE process
- Compare the IPE process with the current evaluation process
- Outline the parts of the IPE
- Define the seven response streams
- Define performance maps and performance evaluation guides



6

What is IPE?

A performance-based evaluation methodology:

- Builds on what you already know about exercise evaluation
- Uses a “systems” approach to analyze and evaluate exercise results
- Focuses on the ability of jurisdictions and the community to achieve the desired outcomes for their response capabilities

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Key Points:

- Students will be able to apply much of what they already know about doing exercises to the IPE process. For example, observation methods are observation methods. Many of the analysis processes you used as an individual will be applied to what you do as member of the jurisdiction team.
- Systems approach means that actions are analyzed as to how they occur. They are part of an integrated process, not piecemeal, as under the objective format. For example, activating warning systems will be analyzed in the context of the events that occurred before the activation and the results of the activation.
- The IPE asks, “Did they achieve the response outcome?” For example, “Did the community/jurisdiction warn its population in sufficient time for them to protect themselves?” Then it looks at the “stumbles.”

**INTEGRATED PERFORMANCE EVALUATION**

7

Goals of IPE

- Help exercise participants to better understand the impacts of their decisions and actions
- Help participants to better understand the relationships and interdependencies of the elements of response
- Assess the entirety of the response, not just the parts
- Find the lessons, good and bad, that can be applied both locally and nationally

Notes to Instructor**For Both New and Experienced Evaluators****Instructional Text:**

These are the goals of the IPE as identified by the exercise Integrated Process Team, or the IPT.

The EM doctrine says that exercises are part of the planning process.


The IPT wants exercises to provide better feedback so that the cyclical planning process is better supported.

The IPT wants to provide communities with better suggestions for corrective actions, something more targeted to the issue identified during the exercise — more than, “Fix your plans and do some training.”

The IPT wants exercises to recognize and validate the 90% of responses that the community and jurisdictions do right (correctly). Thus, the focus is on achieving response outcomes: “Is the community or jurisdiction capable of doing the job?”

Skip to page 3-9 to continue course for new evaluators.

8



INTEGRATED PERFORMANCE EVALUATION

Comparing the Approaches

	CURRENT CSEPP	IPE
Evaluation Elements	15 objectives 33 evaluation elements	7 response streams
Post-exercise Report	Focuses on exceptions to plans, procedures, and regulations	Focuses on analysis of outcomes
Evaluator Products	List of findings, observations, and strengths	Descriptive narratives in AER format; analysis tools
Player Expectations	A test; explicit following of steps in plans and procedures	Training, achieving planned outcomes
Participant Flexibility	Little, expected to follow written plans and procedures	Some, expected to achieve planned outcomes
Evaluator Flexibility	Little, expected to identify exceptions to expected events, activities, and results	Much, expected to determine whether desired results are achieved, and if not, why not
Evaluation Concept	Testing participants' ability to follow plans and procedures	Assessing participants' ability to achieve desired response outcomes
Guidance Coverage	Complete	Complete
Site Specificity	Generic	Expected to be tailored

Notes to Instructor

For Experienced Evaluators Only

Skip this slide if the course is being taught for New Evaluators.

Instructional Text:

Key Points:

Focus on response streams, not fragmented objectives. (Note: The number of PEGs is not listed because they total more than 100 [potentially too scary]. The on-post has more PEGs because of the Hazard Mitigation and Hazard Analysis streams, and they are not used in the same manner as objectives.)

Tailoring is accomplished during pre-exercise preparations — during the process of determining how the evaluation team is going to collect information in a jurisdiction.

**INTEGRATED PERFORMANCE EVALUATION**

9

Parts of the IPE

- Community profile
- Response streams, performance maps, and performance evaluation guides (PEGs)
- Data collection guide
- Observation of exercise/collection of data
- Analysis of the results
- Performance-oriented evaluation report

Notes to Instructor**For Both New and Experienced Evaluators****Instructional Text:**

Everything here will be covered in detail today and tomorrow. The remainder of this module will cover the community exercise profile, response streams, performance maps, and performance evaluation guides.



10

What is the Community Profile?

- Required by Policy Paper 19
- Categories based on benchmarks, laws, regulations
- Developed by the CSEPP "community"
- Community self-assessment
- Executive summary of exercise highlights for each of the two preceding years

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

First, the evaluation team does not prepare the Community Exercise Profile (CEP). It is prepared by the community's exercise planning committee. Details on how to prepare this profile can be found in Policy Paper 19. Colors used to highlight the ratings are the same as are used for FEMA's quarterly in-progress reviews and SBCCOM's quarterly updates.

Key Points:

The CEP is a source of information for the evaluator. It presents the evaluation team with a picture of where the community is as far as equipment and program implementation are concerned. It also tells how prepared the community is for responding to an emergency. It takes the place of doing things like counting telephone systems or identifying each backup communication system under the objective-oriented evaluation system.

**INTEGRATED PERFORMANCE EVALUATION**

11

Community Profile Rating System


- **Capable:** “Green,” able to respond, no shortfalls; no improvements required
- **Partially capable:** “Blue,” able to respond, but with some difficulty; minor shortfalls may exist or minor improvements required
- **Marginally Capable:** “Fuchsia,” able to respond, but with great difficulty; major shortfalls may exist or major improvements required
- **Not Capable:** “Red,” unable to respond

Notes to Instructor**For Both New and Experienced Evaluators****Instructional Text:**

Rating system definitions.

Key Point:

Colors are applied to both individual entries and to categories as a whole. You can have a “marginally capable” rating for part of a category, but the category can still be rated as “capable.”



12

INTEGRATED PERFORMANCE EVALUATION

Sample Community Profile

Decontamination <ul style="list-style-type: none"> • Areas to consider, but not limited to, are: <ul style="list-style-type: none"> — Medical Services - Medical Facilities — Field Response — Screening, Decontamination, Registration, and Congregate Care • Individual Item Status: <ul style="list-style-type: none"> — (PC) Decon Capability <ul style="list-style-type: none"> • (PC) Nine hospitals have decon capability • (PC) Two triage and treatment locations (Brazos and Danny Westerfield Hospitals) • (PC) Four mobile units in Trier County • (PC) One mobile unit in Toledo County • (NC) One fixed station at Camp Kyle, Granada County • (NO) Additional mobile units required (one each Trier and Granada Counties), decision pending — (PC) MOU between Granada County and Camp Kyle in process — (PC) MOU between BCD and State of Navarre Office of Medical Examiner in process • Community Self Assessment Rating - PC
Emergency Operations Center <ul style="list-style-type: none"> • Areas to consider, but not limited to, are: <ul style="list-style-type: none"> — Command and Control — Communications Systems, Facilities, Equipment, and Displays — 24-Hour Operations • Individual Item Status: <ul style="list-style-type: none"> — (C) State construction completed 9/94 and fully operational — (C) Trier County - fully operational since 6/91 • Community Self-assessment Rating - C

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

This profile is excerpted from Policy Paper 19.

Note the areas within the decontamination section that are “partially capable,” “marginally capable,” or “not capable.” Even though the community felt two areas did not meet the standards, they said they were still able to achieve (see definition of “partially capable”) CSEPP response outcomes in this area.

A full sample CEP will be provided with classroom materials tomorrow. Using the CEP during the exercise will be discussed in later modules.

**INTEGRATED PERFORMANCE EVALUATION**

13

Response Streams

“A set of activities or tasks that lead to a desired outcome or consequence of the response.”

- I. Hazard Mitigation
- II. Hazard Analysis
- III. Population Warning
- IV. Protective Action Implementation
- V. Evacuee Support
- VI. Victim Care
- VII. Public Information

Notes to Instructor**For Both New and Experienced Evaluators****Instructional Text:**

The definitions shown in the following slides are paraphrased for display purposes. Refer to Appendix F (the Glossary) in the IPE Guide in Chapter 9 of the Student Notebook for the complete and full definition.

Transition to Next Slide: The following slides describe each of the response streams.

**INTEGRATED PERFORMANCE EVALUATION**


14

Hazard Mitigation


- The tasks performed to contain the source and limit the magnitude of the hazard's impact
- All tasks at the accident scene, except those specifically associated with victim care

**Notes to Instructor****For Both New and Experienced Evaluators****Instructional Text:**

The definition in this slide is paraphrased for display purposes. Refer to Appendix F (the Glossary) in the IPE Guide in Chapter 9 of the Student Notebook for the complete and full definition.

 **INTEGRATED PERFORMANCE EVALUATION**

Hazard Analysis



- Tasks associated with detecting the accident, determining its impact, appropriately classifying the event, conducting environmental monitoring, and making government-to-government notifications
- On-post tasks related to EOC direction and control

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

The definition in this slide is paraphrased for display purposes. Refer to Appendix F (the Glossary) in the IPE Guide in Chapter 9 of the Student Notebook for the complete and full definition.

**INTEGRATED PERFORMANCE EVALUATION**

16

Population Warning

- Tasks associated with protective action decision making and warning the affected population
- Mobilization of emergency personnel and activation of EOC

**Notes to Instructor****For Both New and Experienced Evaluators****Instructional Text:**

The definition in this slide is paraphrased for display purposes. Refer to Appendix F (the Glossary) in the IPE Guide in Chapter 9 of the Student Notebook for the complete and full definition.

**INTEGRATED PERFORMANCE EVALUATION**

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Protective Action Implementation

- Tasks associated with evacuation, sheltering-in-place, transporting evacuees, protecting schools and other special populations, and establishing traffic and access control

**Notes to Instructor****For Both New and Experienced Evaluators****Instructional Text:**

The definition in this slide is paraphrased for display purposes. Refer to Appendix F (the Glossary) in the IPE Guide in Chapter 9 of the Student Notebook for the complete and full definition.

 **INTEGRATED PERFORMANCE EVALUATION**

Evacuee Support



- Tasks associated with opening, operating, and supporting reception centers and shelters

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

The definition in this slide is paraphrased for display purposes. Refer to Appendix F (the Glossary) in the IPE Guide in Chapter 9 of the Student Notebook for the complete and full definition.

**INTEGRATED PERFORMANCE EVALUATION**


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Victim Care


- Tasks related to treating victims, decontamination, victim transport, patient treatment at medical facilities, patient tracking, and handling and tracking human remains

**Notes to Instructor****For Both New and Experienced Evaluators****Instructional Text:**

The definition in this slide is paraphrased for display purposes. Refer to Appendix F (the Glossary) in the IPE Guide in Chapter 9 of the Student Notebook for the complete and full definition.

 **INTEGRATED PERFORMANCE EVALUATION**

Public Information



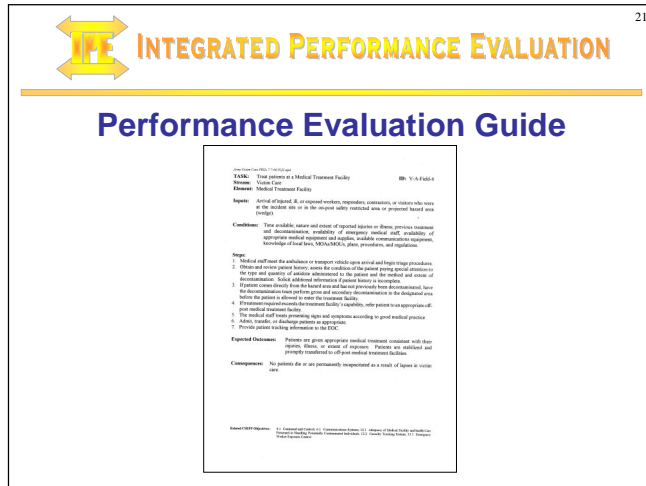
- Tasks associated with providing emergency information to the public-at-risk and the public-at-large
- Tasks associated with direction and control of the Joint Information System and Joint Information Center

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

The definition in this slide is paraphrased for display purposes. Refer to Appendix F (the Glossary) in the IPE Guide in Chapter 9 of the Student Notebook for the complete and full definition.




Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

A PEG correlates to each **task** in the response at a particular location and identifies the task title, the **element** or location where the observation is to occur, **inputs**, **conditions**, **steps**, **expected outcomes**, and **consequences**. Each PEG has a unique identification number. Following the exercise, the PEGs serve as the basis for the analysis and a comparison of actual with expected outcomes.

Transition to Next Slide: The next few slides describe the structure of a PEG, define its parts, and provide samples of the content for each part. In later modules, you will see how the PEG is used in preparing to observe an exercise and analyzing the exercise results.



22

Sample PEG

Stream: Victim Care **ID:** V-A-Field-6

Location: Medical Treatment Facility

Task: Treat Patients at a Medical Treatment Facility

Inputs: Arrival of injured, ill, or exposed workers, responders, contractors, or visitors who were at the incident site or in the on-post safety restricted area or projected hazard area (wedge).

Conditions: Time available; nature and extent of injuries, illness, or exposure; previous treatment and decontamination; availability of emergency medical staff; availability of appropriate medical equipment and supplies; available communications equipment; knowledge of local laws, MOAs/MOUs, plans, procedures, and regulations

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Task identification information: Provides the task name or what is expected to be accomplished

- Tells you what response stream the PEG belongs to
- Tells you who (organization/agency/facility) usually performs the task


How to read the task ID:

Roman Numeral is the Response Stream. In this case, V = Victim Care; A = Army/O = Off-post; Field, or EOC (anything that is not done in the EOC is done in the field).

Ordinal number, for example, “**V-A-Field-6**,” means the sixth Army victim care task done by a field element.

Inputs: Activities, information, or decisions that typically would cause the task to be started at this location. In many cases, they are the outcomes other PEGs. **Conditions:** Outside factors that may influence, control, or constrain the ability to perform the task. Conditions present the “world” in which the responder understands the task’s **inputs**, **steps**, and **expected outcomes**. These factors need to be considered when analyzing results. They include governing documents, such as plans, Standing Operating Procedures (SOPs), Memoranda of Understanding (MOUs), and Memoranda of Agreement (MOAs), and their availability and familiarity to responders:

- Time, particularly when time limitations for decisions or actions are imposed by regulations.
- Resources and equipment, such as specialized vehicles; physical facilities; computers, software, and communications systems; and availability, operational status, and technical scope and limitations
- Personnel, including numbers and qualifications to perform specific tasks
- Weather and environmental conditions

 **INTEGRATED PERFORMANCE EVALUATION**

23

Sample PEG (Cont.)

Steps:


1. Medical staff meet the ambulance or transport vehicle upon arrival and begin triage procedures.
2. Obtain and review patient history, assess the condition of the patient paying special attention to the type and quantity of antidote administered to the patient and the method and extent of decontamination. Solicit additional information if patient history is incomplete.
3. If the patient comes directly from the hazard area and has not been previously decontaminated, have the decontamination team perform gross and secondary decontamination in the designated area before the patient is allowed to enter the treatment facility.
4. If treatment required exceeds the treatment facility's capability, refer patient to an appropriate off-post medical treatment facility.
5. The medical staff treats presenting signs and symptoms according to good medical practice.
6. Admit, transfer, or discharge patients as appropriate.
7. Provide patient tracking information to the EOC.

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

In general terms, the typical actions are actions that need to be taken or decisions that need to be made to produce the **expected outcomes** of the task, given the **inputs** and **conditions**. Just because a step is listed doesn't mean it has to be done. The situation (conditions) may make it the wrong thing to do. Also, the order in which the steps are presented does not mean the tasks must be accomplished in that order. Local plans, procedures, decisions, etc., determine the order.



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INTEGRATED PERFORMANCE EVALUATION

Sample PEG (Cont.)

Expected Outcomes:	Patients are given appropriate medical treatment consistent with their injuries, illness, or extent of exposure. Patients are stabilized and promptly transferred to off-post medical treatment facilities
Consequences:	No patients die or are permanently incapacitated as a result of lapses in victim care.
Related CSEPP Objectives:	4.1 Command and Control; 6.1 Communications Systems; 12.1 Adequacy of Medical Facility and Health-care Personnel in Handling Potentially Contaminated Individuals; 12.2 Casualty Tracking System; 13.1 Emergency Worker Exposure Control

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

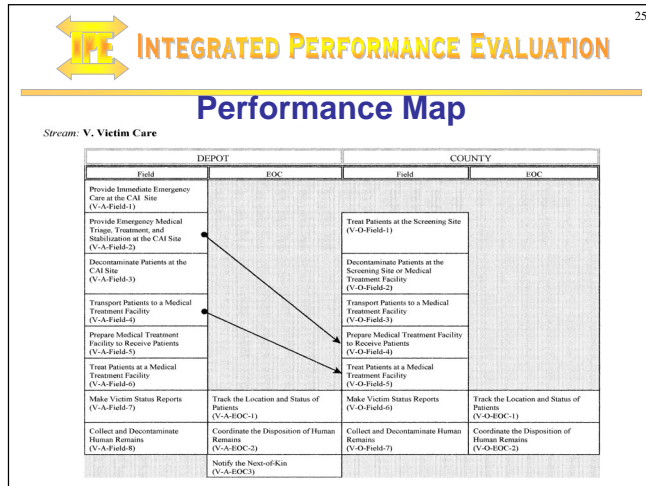
Expected outcomes: What one would expect to see as the result of completing the steps of the tasks. The outcome of one task may become an **input** for another task at this location or elsewhere on- or off-post. After the exercise, the analysis teams will determine if the outcome was achieved.

Consequences: The implication and significance of the **expected outcome** on the overall response. In effect, the underlying purpose for performing the task. Consequences can be felt anywhere in the community.

Related CSEPP objectives: Shows the relationship of the task to current CSEPP exercise objectives.

Key Point:

Each task has elements from more than one objective...the reason why it was so hard to look at a response in the fragmented format that objectives forced evaluators to use.



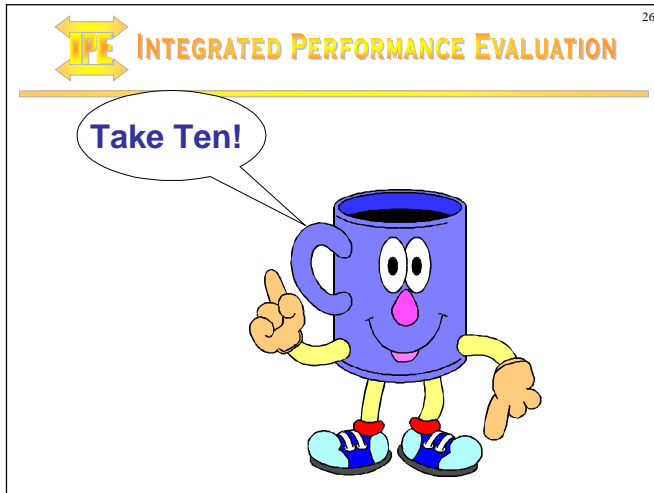
Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

A tabular depiction of the flow of **tasks** in a **stream** and the relationships among them. The tasks are arranged by performance location, from top to bottom, in the approximate chronological order in which they begin. Each block represents a task that corresponds with a performance evaluation guide (PEG).

Use a pointing device and cover the flow of the example PM (Victim Care). Arrows show the interrelationship between tasks (PEGs).



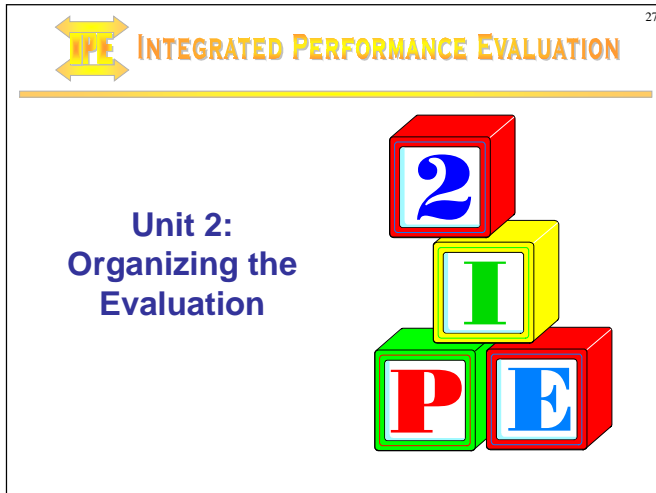
Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Summarize what was just covered. The next module will cover the organization of the evaluation teams and will prepare them to observe the exercise as a team.

Announce the break. Tell everyone you will start in 10 minutes whether they are back or not — a must to stay on track.



Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Welcome students back from the break. If the instructor has changed, introduce the new instructor.

This module will:

- Describe the team approach to evaluation.
- Describe a Data Collection Guide and teach you how to use one.



28

Evaluation Teams

- The IPE process uses a team approach for both observing exercise play and analyzing response outcomes
- Evaluators may work on more than one team:
 - Jurisdictional team (during/immediately after the exercise)
 - Stream team (after-exercise review process)
- All evaluator assignments are made by the exercise co-directors


Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

The focus is on teams doing the evaluation. Just like a sports team where each player has a role or function, evaluators will have roles and functions on their teams. First, they will be information gatherers on the observation team. Second, they will use their expert knowledge and experience to analyze the collected information on the analysis teams.

No special cadre of evaluators is used. The type of people that have always functioned as evaluators will still be used, and the exercise co-directors will still make the assignments.


 **INTEGRATED PERFORMANCE EVALUATION**

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Jurisdictional Teams

Jurisdictional teams are composed of:

- Jurisdictional team leader
- EOC evaluator(s)
- Field evaluator(s)
- Controllers




Notes to Instructor

For Both New and Experienced Evaluators


Instructional Text:

Jurisdictional teams are essentially composed in the same way as the evaluation teams. The biggest change is the recognition that the people working in the SIMCELL collect information for your jurisdiction.

Public Information and Victim Care (medical) are treated as a jurisdiction because of the special nature of their evaluation. Although jurisdiction observation teams will collect some information in these areas (primarily EOC actions), evaluators brought in specifically for those areas will collect the majority of the information.

**INTEGRATED PERFORMANCE EVALUATION**

Stream Teams



- Organized by response stream
- Composed of stream team leader and a representative from each jurisdictional evaluation team
- Knowledgeable representatives from each jurisdiction available

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

The concept of stream teams is new. Under the IPE concept, response results are analyzed by response stream, so it doesn't help to stay organized by jurisdictions. So, after doing the jurisdiction analysis, some evaluators will regroup into stream analysis teams.

Public Information and Victim Care evaluators are already in their stream teams.

Key Point:

Knowledgeable staff from the jurisdiction response agencies (for example, a county CSEPP planner or operations officer) has been asked to be part of the stream teams. They are not there to argue as to whether or not an issue should be addressed. Rather, they are there to add insight from a player's perspective — to help answer why something was done and how the conditions affected them.



31

Team Approach to Observation

- Requires evaluators to work as a team
- Places an emphasis on the evaluation team to gather all pertinent information
- Assumes individual evaluators cannot see everything:
 - The team must determine what is important to see and what can be derived from other sources
 - Responders perform tasks at different locations simultaneously
 - Evaluators must be at the right place at the right time to collect information

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

The change of focus from objectives to streams places a bigger emphasis on gathering information.

The analysis will only be as good as the information collected when observing exercise play. Trying to avoid “garbage in, garbage out.”

Typically, evaluators have been responsible for reporting results from one or two objectives. They might get input from evaluators who were with them at the EOC or some other location within the jurisdiction, but for the most part, they worked with the information they gathered themselves. If they were lucky, their team put together a time line that may have given them some information. Then they went to the hotel room to figure out what it all meant and to do the write-ups. To perform the IPE process correctly, evaluators must work as a team — helping each other collect information.

Key Point:

You can't see everything. You have to decide before the exercise what is important to see as an observer and where you can use other records to determine what happened. No matter what, you have to be at the right place, at the right time — in relation to the exercise play, not a clock.

**INTEGRATED PERFORMANCE EVALUATION**

32

Data Collection Guide

- Provides a structured approach for preparing a jurisdictional team's evaluation plan
- Tailors the evaluation to the community's needs

Notes to Instructor**For Both New and Experienced Evaluators****Instructional Text:**

The purpose of the Data Collection Guide is to help your team organize its thoughts and figure out how it is going to collect the information needed to determine if response outcomes have been met.

To determine what has to be observed or collected, the team has to look at plans and procedures and other things that tell them how the location they are observing responds to the situation; therefore, the evaluation will be tailored to that location.

This is not the EXPLAN. This a guide made by the team.

**INTEGRATED PERFORMANCE EVALUATION**

33


Data Collection Guide (Cont.)

- Prepared by the jurisdictional team leader
- Shows team members:
 - The type of information that needs to be collected
 - Which team members will collect the information
 - How the information should be collected
 - Where and when the information should be collected

Notes to Instructor**For Both New and Experienced Evaluators****Instructional Text:**

This guide is prepared by the team leader — in conjunction with the team — and includes SIMCELL people and other controllers performing various activities in your jurisdiction.


This is not an assignment sheet. “You’re doing Objectives 2 and 4, and you’ll do Objectives 7, 9, and 11.” What you are doing is building your team’s game plan for the evaluation.



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INTEGRATED PERFORMANCE EVALUATION

Data Collection Guide (Cont.)



Task-based Template

- Organized by response stream
- Lists PEGs and their expected outcomes
- Team members fill in the blanks
- Provides a flexible, structured format
- Can be completed either on a hard copy or electronically

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

If you are using a more informal method of developing your data collection plan, we recommend recording the collection information on a flip chart. First, it allows your team members to review what has been planned as they go through the process. This way they can ensure nothing has been missed. Second, it saves them having to write while they think, which could cause them to miss something.

This is a more formal document and approach. This method uses a prepared form that lists all of the PEGs and their expected outcomes. Teams fill in the blanks. When completed, copies are made for each team member.

This method will be taught in this course.

Skip to page 3-39 to continue course for new evaluators.



INTEGRATED PERFORMANCE EVALUATION

35

Building a Data Collection Guide

Step 1: Decide what needs to be observed and identify possible information sources:

- Extent-of-Play Agreement
- Planning guidance
- Plans, SOPs, MOAs
- Co-director guidance
- Previous exercise reports
- PEGs
- EXPLAN
- Site visit
- Regulations
- Community profile

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

Before you can assign people to observe or determine if other collection methods can be used, you have to figure out what has to be captured — what tasks are going to be done and how. The list gives an idea of the possible sources for this information.

The PEGs indicate the types of things done during a response, a general location for their accomplishment, and the type of outcome expected.

The extent of play describes how persons at a location are expected to demonstrate a task. For example, the EOC will coordinate the activities of all selected TCPs during the response; however, only two will be played in the field. Their play will be in real time.

Plans, SOPs, regulations, planning guidance, and MOAs provide clues regarding who does what and where it is done. They indicate potential alternate sources of information, other than observation.

Co-director guidance and the Big “O” objective help you prioritize limited assets. If you know that the exercise focuses on traffic control and shelter operations, you will still collect information for other PEGs, but you will concentrate your effort in these two areas.



2-10

Building a Data Collection Guide

- Step 2: Determine the information needed to assess the jurisdiction's ability to perform the task.
- Step 3: Identify when and where team members need to be to make observations and collect other data.

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

Self explanatory. These steps complete the “data desired” and “when” and “where” sections of the guide.



2-11


Building a Data Collection Guide

- Step 4: Have team leaders make data collection assignments.
- Step 5: Revise and modify assignments after the site visit.
- Step 6: See that team leaders advise the co-directors of any changes.

Notes to Instructor**For Experienced Evaluators Only****Instructional Text:**

Again, self-explanatory. A site visit should cause only minor modifications due to facility layout or such.

Step 6 is a co-director option. They may want to review your guide just to be aware of what you are doing and to be sure that their needs are being met.



2-12

INTEGRATED PERFORMANCE EVALUATION

Build a Sample Guide

Badlands Chemical Depot has a demilitarization facility (BCDF), a pilot plant (BCDPP), a construction site, and a variety of other tenants located on its grounds. Plans indicate that when a chemical accident occurs, warning systems are activated and points of contact (POCs) at each tenant location are telephonically informed. Tenants conduct accountability checks and follow protective action instructions. BCDF cannot stop operations, so they will only do the accountability check and make a report. The construction site is new. They have agreed to stop work and fully implement their accountability procedures. Assessing their ability to do this is a high priority for the co-director. The depot has had problems with accounting for workers, contractors, and visitors in past exercises and this has become a priority for the exercise. There are five evaluators from the observation team – three EOC evaluators and two field evaluators available to observe PAI tasks. Using the three PEGs provided, build a Data Collection Guide that covers this situation.

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

You should have about 30 minutes left in the module to do this exercise. You'll need the PE materials (PEGs, blank data collection guides), whiteboard, flip charts, and marker pens.

This exercise presents an on-post Population Warning and Protective Action Implementation vignette; it can be done as a guided example or as a small group activity (existing table groups of 5).

If done as a guided example, give the class a minute or two to read the scenario.

- Identify the names of five people who are the observation team members. (Use your assistant instructors or other names, not people in the class. Use first names only.) Write the names down on the white board or flip chart.
- Hand out the appropriate PEGs and sections from the data collection guides.
- Begin walking through the steps. Using the PEGs and the scenario start to identify what needs to be observed and collected. ***Ask the class to provide the input.***
- Ask questions that will help them along, such as, "What does the extent of play tell us?" (The scenario indicates extent of play information.) Other possible questions:
 - What do the plans tell us about what we need to observe/collect?
 - What do the co-director's priorities tell us to look for?
 - Write this information on the whiteboard.
- Continue with Step 2 (type of information or data needed), again asking the class for input. Record answers on whiteboard.
- Do the same with Steps 3 (when and where to collect the information) and 4 (who and how the information is to be collected).

At this point, begin to put the information in the appropriate place on the guide.

Once complete, tell the class they have completed a Data Collection Guide, albeit a small one. Ask them to share their experience (e.g., ease or difficulty of deciding what needed to be collected [allowing for limitations of the material and time provided], etc.).



Notes to Instructor

For Both New and Experienced Evaluators

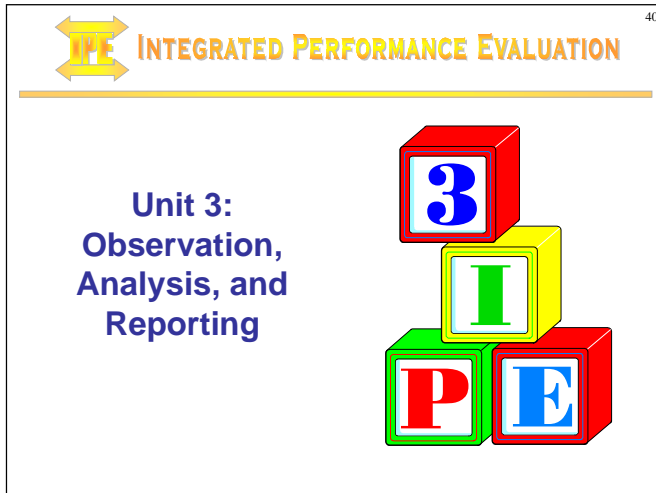
Instructional Text:

These steps complete the “data desired” and “when” and “where” sections of the guide.

Review the student-identified objectives that relate to this module and the course’s learning objective (develop an information collection guide). Tell the participants that the next module covers exercise observation and analysis.

Be back in 10 minutes. We start whether you are here or not.

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Notes to Instructor


For Both New and Experienced Evaluators

Instructional Text:

Highlight the course objectives to be covered in this module:

- **Consolidate** collected information; **group** observations into positive, negative, and neutral issues; and **prepare** supporting data sets.
- **Analyze** exercise results
 - Write a summary narrative for a response stream
 - Write a narrative for an exercise issue

Most of this module will be on analysis and reporting because observation was covered in great detail in the morning session.



INTEGRATED PERFORMANCE EVALUATION

41

Observe the Exercise

The "team" uses the observation skills presented earlier.

- Data collection plan helps persons be at the right place to collect the right information.
- Be sure any observations are reliable, consistent, and detailed enough to allow for accurate analysis when the exercise is over.



Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

The first sub-bullet refers to positioning. We cannot overstate the importance of being in the right place at the right time. (Insert a "War Story" here, if you have one that relates to the teaching point.)

The second sub-bullet doesn't mean that you need to make detailed notes at the scene. Write down what you need to jog your memory to allow you fill in details later (during a lull in activity). Also, especially note what can best be called "Moments of Truth."

A Moment of Truth is that action (inaction) or decision that makes you say, "Something may come of this later in the course of the response." Also, it could be something that tells you they are "sinking or swimming." (Do they even know they are sinking?)

Skip to page 3-44 to continue course for new evaluators.

**INTEGRATED PERFORMANCE EVALUATION**

42


Time Line Development

- Developed by the team during post-exercise meetings
- Consists of compilation/consolidation of each evaluator's raw notes and the documented times from the exercise
- Integrated into a document that depicts the time responders took actions

Notes to Instructor**For Experienced Evaluators Only****Instructional Text:**

The information to be incorporated into the time line can be found in various locations:

- Documentation collected at a jurisdiction
- Controller's logs
- Notes on calls made during the exercise from the SIMCELL
- Notes from the evaluation team (or an individual evaluator)
- The team can use the time line to assist them in developing their write-ups.



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INTEGRATED PERFORMANCE EVALUATION

Organizing Information

Step 1: Make a team time line of actions from your notes and collected data. Avoid including insignificant details because they are typically symptoms or part of a larger issue.

- SIMCELL controllers for your jurisdiction are important participants in this process.

Time	Juris.	Activity	Stream
24 hr			
9:35	CLE	EOC Staff Briefing. Still at CE; Igloo Fire burned itself out; Met data (same) wind @ 2.1 m/s from 039	
9:39	CLE	EOC receives notifications that first victims have been sent to St. Marks hospital.	
9:45	CLE	American Red Cross (ARC) Chapter representative indicates activation of shelter at the Bedlands Park District's Camp Roosevelt (where the fixed decontamination facility is also located)	
9:55	CLE	ARC representative receives notification from Camp Roosevelt that the previously agreed upon building is not acceptable for use as a shelter at this time; another building is inspected and designated to be the shelter.	
10:10	CLE	EOC notified that the fixed decontamination facility was declared operational (NOTE TO SELF: Who called? (Facility Manager)).	

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

You may want to get started on this step on the evening of the exercise. Your observation team leader or co-directors will tell you what to expect.

Study your notes and start to build a picture of the response at your location. You'll start to see the things that occurred at the same time for that jurisdiction during the response. The activity column should contain the entire note you wrote regarding what occurred at that time. Indicate the source for the observation if needed. Also, you might want to indicate if there are any supporting documents.


Don't throw away your notes when the time line is complete. Portions of your notes may be needed later as supporting documents in the observation packet.

Eliminate insignificant details. For example, a note might say, "Fire extinguisher not properly tagged." Does this note pass the "who cares" test? In the scheme of things, was the fact that the inspection tag wasn't properly completed a significant issue? Would the fire extinguisher have worked? You can't tell by the tag. Was it charged? You can tell by the pressure gauge. If it was charged, the extinguisher should have worked. Was it needed? No, all operations were done in such a way that no fire was started. So why is it important to highlight this detail?

Is one individual making the same mistake over and over, or are many individuals making the same mistake? You don't need to list each instance of the mistake; indicate when the first mistake or so occurred, and then state that it happened many more times.

This advice, however, does not mean that you should forget these instances. Change the focus and see if they are part of a larger pattern.

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INTEGRATED PERFORMANCE EVALUATION

Organizing Information (Cont.)

Step 2: Identify the appropriate stream for each activity.

- Use performance maps and PEGs to assist in stream identification.

Time 24 hr	Juris	Activity	Stream
9:35	CLE	EOC Staff Briefing: SBI at CLE; Igloo Fire burned itself out; Met data (same) wind @ 2.1 m/s from 039	EM
9:39	CLE	EOC receives notifications that first victims have been sent to St. Marks hospital.	VC
9:45	CLE	American Red Cross (ARC) Chapter representative indicates activation of shelter at the Badlands Park District's Camp Roosevelt (where the fixed decontamination facility is also located)	EVS
9:55	CLE	ARC representative receives notification from Camp Roosevelt that the previously agreed upon building is not acceptable for use as a shelter at this time; another building is inspected and designated to be the shelter.	EVS
10:10	CLE	EOC notified that the fixed decontamination facility was declared operational (NOTE TO SELF: Who called? [Facility Manager]).	OC

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Performance maps and PEGs give you a guide to consolidate and group your observations. Not only do performance maps help you identify in which stream your consolidated observation might belong, but they also help you to establish the flow of the consolidation. PEGs allow you to group observations by task and outcome, which will help you later when you write the stream narrative.



INTEGRATED PERFORMANCE EVALUATION

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Organizing and Analyzing Information

Step 3: Sort jurisdictional time lines by stream.

Time 24 hr.	Jurisdiction	Activity	Stream
9:35	CLE	EOC Staff briefing; SIB at CE; Igloo Fire burned itself out; Met data (same) wind @2.1 m/s from 039	EM
9:39	CLE	EOC receives notifications that first victims have been sent to St. Marks hospital.	VC
9:45	CLE	American Red Cross (ARC) Chapter representative indicates activation of shelter at the Badlands Park District's Camp Roosevelt (where the fixed decontamination facility is also located)	EVS
9:55	CLE	ARC representative receives notification from Camp Roosevelt that the previously agreed upon building is not acceptable for use as a shelter at this time; another building is inspected and designated to be the shelter.	EVS
10:10	CLE	EOC notified that the fixed decontamination facility was declared operational (NOTE TO SELF: Who called? [Facility Manager]).	DC

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Identify and group similar issues from across the jurisdiction for further analysis.

**INTEGRATED PERFORMANCE EVALUATION**

46

Analyzing Information

Step 4: Analyze stream activities.

- Identify information your team needs (if required).
Note: information may come from other jurisdictions.
- Determine why something occurred and look for what influenced, controlled, or impacted actions.
- The purpose of analyzing information is to answer the narrative summary questions.

Notes to Instructor**For Both New and Experienced Evaluators****Instructional Text:**

Use the observation recording and analysis forms and analysis tools (Narrative Summary [Analysis] Questions) to build a picture of the jurisdiction's ability to achieve the outcomes within the response stream.

Identify similar issues from across the jurisdiction and group them for further analysis. Prepare observation recording and analysis forms for the jurisdiction issues, as appropriate.



INTEGRATED PERFORMANCE EVALUATION

47

Narrative Summary Questions

- What happened?
- What was supposed to have happened?
- Why was there a difference?
- What was the impact?
- What should be learned and what recommendations should be made for correction?

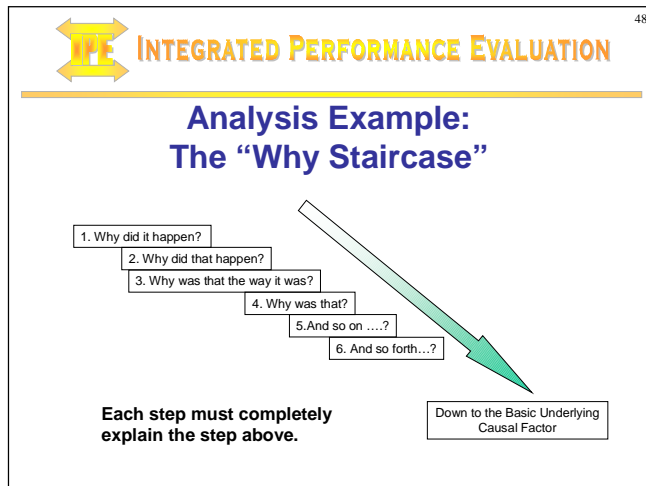
Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Narrative Summary (Analysis) Questions

1. What happened? Present the facts about what the observation team saw — what actually happened during the response. Be accurate. Be detailed.
2. What was supposed to have happened? What do the plans, procedures, etc., say about what you saw happen? Use these comments as a basis for comparison to determine differences. Be accurate. Be detailed.
3. Why was there a difference? Avoid stopping at the surface. Once the difference is identified, dig deep to find the root cause. The answer to the question, “Why was there a difference?” will not often be found near the symptom of the issue.
4. What was the impact? The impact of the issue covers the consequences that resulted from action, inaction, or decisions during the response. An impact can be positive, negative, or neutral. Use answers to this question to determine the criticality or significance of the issue. Determining the impact helps in identifying the lessons learned and appropriate corrective actions. Look for what made the consequence better or worse than it could have been. For example, it could be helpful to know that even though the senior elected official decided on the wrong PAD, the hazard analyst caught the mistake before the sirens were sounded and before the EAS messages were sent out. The hazard analyst’s actions were definitely mitigating in that they caused an in-course correction, allowing the jurisdiction to meet an outcome.
5. What should be learned and what are the recommendations for correction? Things to be learned are not corrective actions! They are alternative courses of action (how you could have done it better). Tailor them as (a) lessons for management, (b) lessons for field or operational supervisors, or (c) lessons for responders and workers. Corrective actions, on the other hand, are the fixes to make to the root cause of an issue. We’ll talk about these in more detail later.



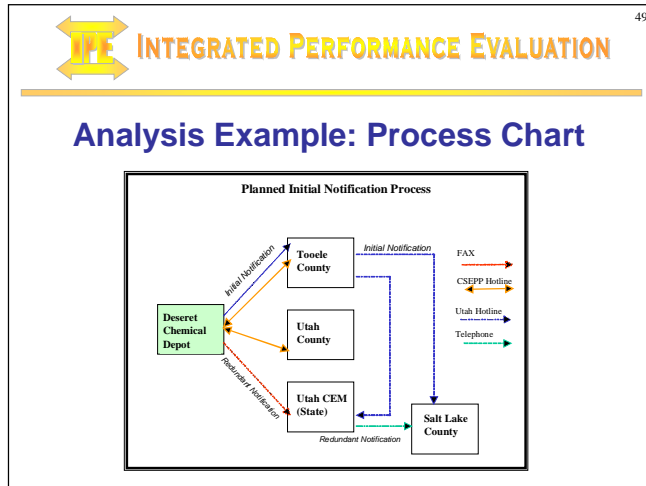
Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

The “Why Staircase” is used to help determine why there was a difference between what was planned and what occurred. It leads to the root cause (as its name suggests) of the difference. Typically, it takes seven “whys” to get to the root cause. The true issue is rarely found at the surface level.

Ask the class for an example that you can work through the “why” questions. Work them out on the whiteboard.

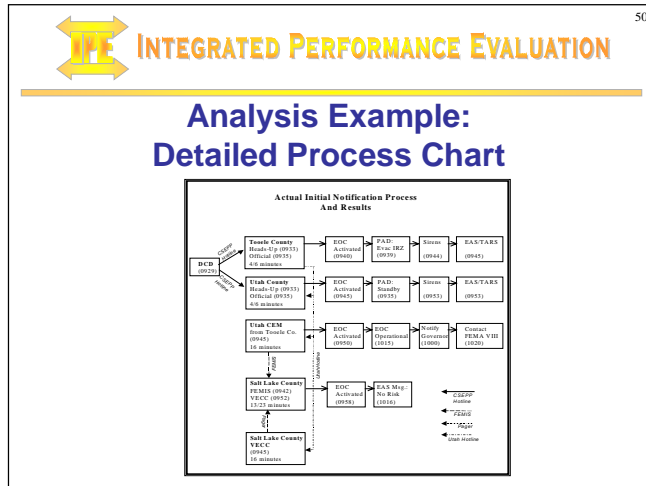


Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

This chart was made during the proof-of-concept pilot in 1999. It was drawn to show how Alert and Notification was supposed to be done in the Deseret/Tooele Community. The analysis team drew this chart to help their comparison process. Note that it is very simple.



Notes to Instructor


For Both New and Experienced Evaluators

Instructional Text:

Here is another chart prepared during the proof-of-concept pilot. Note that it has much more detail than the previous chart. All of the information was derived from the team's observations.

By comparing this chart with the first chart, the team could see that one of the organizations was notified, but it wasn't included or mentioned in any notification plan or procedure. Also, team members were able to do away with a write-up that would have been made under the current methodology because they were able to identify that the missed notification occurred in the fourth redundant system.

Both this and the previous chart are essentially flow charts. Traditional flow charts can be used in the same way.



51

Writing a Narrative Summary

Step 5: Write the stream narrative.

- On the narrative summary sheet, include the team's recommended exercise rating for each response stream (capable, partially capable, marginally capable, not capable).

At 0945 the ARC begins to activate the designated shelter at Camp Roosevelt. Within 10 minutes, they determine that the planned shelter building is not acceptable and select another. The identification of the new building is not shared in the EOC, with the JIC, or with other counties. At 1020, the ARC representative begins to receive calls from other counties asking about the shelter location.

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Use the observation recording and analysis forms and analysis tools to build a picture of the jurisdiction's ability to achieve the outcomes within the response stream.

Identify similar issues from across the jurisdiction and group them for further analysis. Prepare observation recording and analysis forms for the jurisdiction issues, as appropriate.

Tell the story as it relates to the response stream in the jurisdiction.

Give an account of what happened:

- Start at the beginning and describe the situation before the response was put in motion.
- Describe the participants (players, organizations, etc.).
- Develop the plot and bring the story to a conclusion. Present only the facts. Present key events, themes, and issues in chronological order. Avoid giving minor details. Provide information that supports your assessment of the response.
- Write the narrative at a level that is easily understood by the majority of readers (8th grade rather than PhD level). Don't worry about your ability to write. The write-up doesn't have to be written like a Tom Clancy novel.

**INTEGRATED PERFORMANCE EVALUATION**

52

Sample Jurisdiction Stream Narrative

During the 2000 exercise the Trinidad Army Depot (TAD) participated in the demonstration of its ability to implement protective actions necessary to protect the public, environment, and workers that could be affected by an accident at the Depot.

At 0838, security personnel at the Trinidad Army Depot reported an accident, including a fire and discharge of an unknown number of mortar rounds, with several injuries to the work party. The Depot responded immediately with its sounding of alarms, sirens, and tone alert radios at 0842. TAD gave specific protective action implementation (PAI) instructions to security, field supervisors, and on-post personnel to shelter and evacuate, based on their location. At 0850, those directed to evacuate were assembled and accounted for and provided evacuation route instructions to off-post locations. Transportation was assigned to facilitate the evacuation. Post Traffic Control Points (TCPs) and Access Control Points (ACPs) were established to route traffic by 0855.

At 0841, TAD notified the 24-hour warning points via the TAD Hotline that there was a chemical event underway. The TAD Duty Officer read the Emergency Notification form (ENF) with the Protective Action Recommendation (PAR) over the Hotline and faxed it. The Depots PAR was that Immediate Response Zone (IRZ) Sectors 1, 2, and 3 should evacuate and Sectors 4 and 5, as well as Sectors 6, 7, and 8 of the Protective Action Zone (PAZ), shelter-in-place.

Notes to Instructor**For Both New and Experienced Evaluators****Instructional Text:**

Discuss the sample narrative as described on the slide.



INTEGRATED PERFORMANCE EVALUATION

53

Presenting Issues

When the issue narrative is written, it should:

- Contrast what actually was with what should have been or ought to be.
- Identify why the action occurred and the consequences of that action.
- Show how those actions either mitigated or exacerbated the consequences.

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

This exercise can be done either before or after your team develops the stream narrative, or concurrently, depending on how your team wants to work.

Your job is not to please the exercise participants or jurisdiction leadership. They will feel uncomfortable no matter what you write, so you might as well write the “unwhitewashed” truth.

In particular, if the issue is a negative one, the discomfort comes when you “publicly” point out what the participants are probably already aware of: you, as an outsider, are “calling them on it.” If properly constructed, your issue narrative will show the data in such a transparent manner that leaders and managers can see that there were multiple opportunities to “succeed” or “fail.”


No need to make “value judgments” about participants. Just stick to the facts. There are both positive and negative facts. Clearly make it known that your opinion is just that.

Always contrast good/bad, what happened/what was supposed to happen, etc. (opposite sides of what you are writing).

Use the information from answering the Narrative Summary (Analysis) Questions and supporting documents to provide the content for an issue narrative. Remember, issues can be positive, negative, or neutral. If an important lesson is to be learned from the observation, it should have an issue narrative.

When the issue narrative is written, it should:

- Contrast what actually happened with what should have occurred or ought to be.
- Identify why the action occurred and give the consequences of that action.
- Show how those actions either mitigated or exacerbated the consequence.



54

Sample Issue Narrative

“At this point in the response, in this situation, you chose to take action B. Your plan indicates that you were to take action A. However, based on the information you had available, action B was a logical choice. Your choice of action B, and how you implemented it, caused X, Y, and Z to occur. Z led to a very positive result. X and Y caused the use of additional resources and actually stopped County 2 from implementing a key element of its response. We believe that had you sought some additional information from your LEG, that you could have avoided X. Closer coordination with County 2 would have prevented Y. Use of the ‘crash phone’ for point-to-point conversations with County 2 would have overcome the communications difficulties. We recommend that you identify the missed piece of information as a critical need in your SOP and in IPs for both the LEG and ESC. During quarterly CAIRA exercises, practice using the ‘crash phone’ as a means of exchanging critical information or decisions with adjacent jurisdictions.”

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

This is a very generic example of an issue narrative. Let's see how the analysis questions are dealt with in the narrative.

Red Text: What happened?

Black text: What was supposed to happen?

Orange Text: Why there was a difference (situation influences)?

Blue Text: What was the impact of the difference (note both positive and negative)?

Green Text: What were the lessons to be learned from the issue?

Purple Text: What corrective actions are needed?



INTEGRATED PERFORMANCE EVALUATION

55

Recommendations

- The following questions should be helpful in identifying the root cause of an issue:
 - What training is needed to improve performance?
 - What changes need to be made to plans and procedures or to organization structures?
 - What changes need to be made to leadership and management processes?
 - What equipment is needed to improve performance?
 - What changes need to be made to national policy?
- Recommendations should be focused and have a reasonable possibility of implementation.

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Corrective actions are the fixes to the root cause of an issue. They can be identified by asking the following questions:

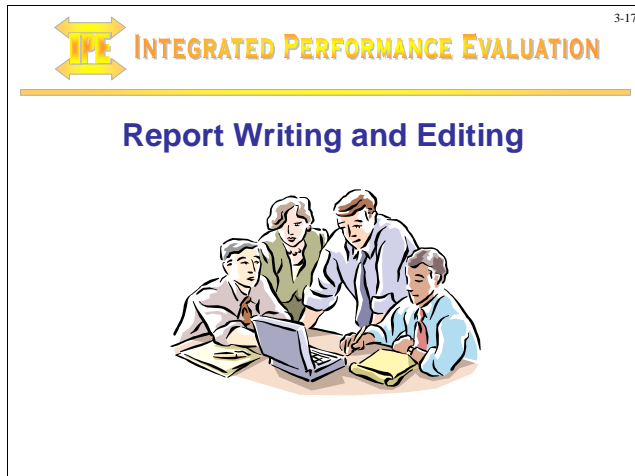
- What training is needed to improve performance?
- What changes need to be made to plans and procedures?
- What changes need to be made to organization structures?
- What changes need to be made to leadership and management processes?
- What equipment is needed to improve performance?
- What changes need to be made to national policy?

Be specific. Do not say, “Train on Alert and Notification Processes” or “Update your Alert and Notification procedures.” Those types of recommendations are of little help. Say instead, “During the next quarterly CAIRA exercise, have your dispatchers practice properly completing the chemical event notification form. Make tapes of sample notifications and have them complete forms as part of their daily training.”

Offer a number of options. The team should be able to pick from two or three suggestions or have enough to trigger their own solution.

Recommendations should be focused and have a reasonable possibility of implementation.

Skip to page 3-68 to continue course for new evaluators.



Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

We are going to review some examples from previous exercise reports to see if the reporting principles we have discussed have been properly applied.

Note: Experienced evaluators participate in additional discussion on report and editing.



3-18

Example 1

According to the Planning Guidance for CSEPP, the time frame for notifying the public of protective actions to implement is eight minutes after the PAD is made. During the exercise, the actual time of Alert and Notification events was difficult to determine because clocks at the Trier County EOC and other locations were not synchronized, which led to problems in verifying times and determining time limits.

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

This is an excerpt from a Community Response Stream Narrative for the Population Warning stream.

Is this really a response issue or is it an issue because the evaluation team was inconvenienced? What types of issues could there be?

Is this a narrative summary or an issue presentation?

If it is a narrative summary, how could it be improved? What improvements are needed to make it an issue presentation?

**INTEGRATED PERFORMANCE EVALUATION**

58

Example 2

This year's exercise took the full allowable eight minutes from making the PAD to alerting the population. Trier County needs to take appropriate steps to expedite the activation of Alert and Notification system once a PAD is made to ensure that this time is met in the future.

Notes to Instructor**For Experienced Evaluators Only****Instructional Text:**

This is an excerpt from a Jurisdiction Response Stream Narrative for the Population Warning stream.

Is this really a response issue? The standard was met, so why is it being discussed? How would that need be better presented (use the Narrative Summary [Analysis] Questions to guide the response)?

Is this a narrative summary or an issue presentation?

If it is a narrative summary, how could it be improved? What improvements are needed to make it an issue presentation?

**INTEGRATED PERFORMANCE EVALUATION**

3-20

Example 3

As the EOC activated, the sheriff arrived and immediately took control of law enforcement activities. At 0928, he directed TCPs/ACPs be set up at SR 603 North near Hampton, SR 603 South near Faucet Road, Custer Trail Road near Johnstown, and at two locations near Doctor's Hospital. Officers were dispatched at 0935. According to the EMIS status board, all TCPs were established and staffed by 0959. In fact, the TCPs were not established until 1015.

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**



INTEGRATED PERFORMANCE EVALUATION

3-21

Example 4

At 1256, an ambulance arrived at Doctor's Hospital. The decontamination team evaluated and decontaminated Patient A. Decontamination was performed with a soft brush and soap and water. The decontamination nurse concluded that patient A needed additional treatment because the patient's pupils were still constricted. At 1301, patient A was transported by wheelchair into the ER, and an ER nurse evaluated the patient and logged the patient into the ER. The nurse administered oxygen to the patient. At 1306, patient B arrived at the hospital and was directed to the decontamination area. Patient B was evaluated and decontaminated with a soft brush and soap and water. At 1310, patient B was transported into the ER, logged-in, and administered oxygen. The ER physician evaluated patient B at 1315, concluded there was no nerve agent exposure, and admitted the patient for observation. Patient A was evaluated at 1318. The ER physician determined that patient A had suffered nerve agent exposure, required another Mark 1 kit, and admitted the patient for observation.

Serious injury could result from delay in nerve-agent –exposed casualties receiving further medical examination and needed treatment. Patient A was exposed to nerve agent and, therefore was a higher priority for medical attention than patient B. A full 17 minutes were consumed by multiple evaluations and logging in the two patients and the physician seeing patient B before patient A.

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:



3-22

Example 5

Timely activation of the EOC demonstrated and provided equipment and displays for operational readiness. This was accomplished without difficulty during the installation of new communications equipment. Several of the responding employees were experiencing and participating in the CSEPP exercise for the first time in their emergency management career. The EOC was fully operational at 1017.

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

**INTEGRATED PERFORMANCE EVALUATION**

3-23

Example 6

Several jurisdictions noted that ADP equipment was only partially operational during the exercise. In addition, the personnel in these jurisdictions were not adequately trained on the CSEPP automation equipment provided for their use. The state should provide technical support to the CSEPP counties to ensure that CSEPP ADP systems are operational. Additional systems' training is needed for county users.

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

**INTEGRATED PERFORMANCE EVALUATION**

3-24

Example 7

At 0912, the Trier County EOC received a Post Only Emergency notification from the depot, which required the county to take no emergency actions. The depot failed to provide all the information required on the notification form. Also, the EMIS plume information flowed from the depot to the Trier County EOC. The county took the initiative to get the information needed from the depot and develop D2PC plumes for display.

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

**INTEGRATED PERFORMANCE EVALUATION**

3-25

Example 8

Doctor's hospital was never notified by the Trier County EOC of any problems at the depot or any potential transport of patients. A friend of one of the ER nurses called to let her know that ambulances were en route to pick up two casualties for transfer to the ER. After 2 hours, no patients had arrived. Therefore, a walk-through of the tracking system was conducted should patients arrive from the depot. No one in the ER was able to locate triage cards, so in the event mass casualties arrived without previously being triaged, this could pose a problem. Otherwise, the admitting and tracking procedures were well done, with identified personnel available and knowledgeable about tracking, PR, and notification procedures.

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

**INTEGRATED PERFORMANCE EVALUATION**

3-26

Example 9

During briefings conducted to keep all EOC staff informed of the current situations, it was hard to hear the person doing the briefings in the entire EOC. Some kind of EOC speaker system might be looked into so that all EOC occupants can hear people during briefings.

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**



INTEGRATED PERFORMANCE EVALUATION

3-27


Example 10

The Trier County EOC attempted unsuccessfully to obtain accurate and updated plume information from D2PC throughout the exercise. However, for reasons yet to be determined, the information displayed on D2PC software differed considerably from information furnished via the notification hotline and by facsimile. Repeated attempts by the computer operator and the computer specialists to update plume information were unsuccessful. It was apparent that the computer operator was proficient in operating the EMIS and continually provided the EOC with email and status board updates. EOC staff displayed the initial notification form on an overhead projector and updated the form as the plume progressed. Areas expected to be affected by the plume were highlighted on the form and then verified on a CSEPP community map located on the wall. Even with the D2PC problem, the EMD was able to access the hazard and correctly determine Trier County would not be affected by the incident. Better communication with other jurisdictions and more utilization of EMIS would enhance the ability of the county to share information with other jurisdictions.

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

 **INTEGRATED PERFORMANCE EVALUATION**

3-28

Transition to Stream Team

- Jurisdictional reports and time line + supporting materials = transition packets
 - Take the transition packets to the exercise co-directors.
 - Upon approval of the co-directors, take the stream components of the transition packet to the stream team leaders.

Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

If you prepared electronic versions of the forms:

- Print the forms and attach them to the appropriate set of supporting material.
- Group the transition packets by stream.
- Prepare a floppy disk that contains the files for each stream.

If you used hard copy forms:

- Attach the forms to the appropriate set of supporting material.
- Group the transition packets sets by stream.



Notes to Instructor

For Both New and Experienced Evaluators

Instructional Text:

Review any learner-identified goals covered in this module. Review the module's objectives and show how they were covered.

Take one final look at the learner-identified goals and be sure that all were covered. Ask the class if they are satisfied with the coverage. For those who are not, or for those who have additional questions, ask them to talk with you after everyone else has left. Remind them that the instruction team will be available for questions and answers in the evening at [fill in the place] from [fill in the time]. Inform the class that a review will be held during the first hour of tomorrow's session.

Hand out the module training materials.

Remind everyone that tomorrow will primarily consist of practical exercises in building information collection guides, doing the analysis, and writing the report.

Thank them for their patience and attention and then dismiss them.


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Part 4:

**Activities
for IPE Evaluator
and Controller Training**

**Activities in this part of the IPE course
are for Experienced Evaluators Only.**

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 **INTEGRATED PERFORMANCE EVALUATION**

Activity 1
Response Stream Identification

Pre-Activity
Preparation

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

**INTEGRATED PERFORMANCE EVALUATION**

2

Review of Response Streams

- “A set of activities or tasks that lead to a desired outcome or consequence of the response.”
 - I. Hazard Mitigation
 - II. Hazard Analysis
 - III. Population Warning
 - IV. Protective Action Implementation
 - V. Evacuee Support
 - VI. Victim Care
 - VII. Public Information

Notes to Instructor**For Experienced Evaluators Only****Instructional Text:**

The definitions described in the following slides are paraphrased for display purposes. Refer to Appendix F of the IPE Guide in Chapter 9 of the Student Notebook for the complete and full definition.

**INTEGRATED PERFORMANCE EVALUATION**

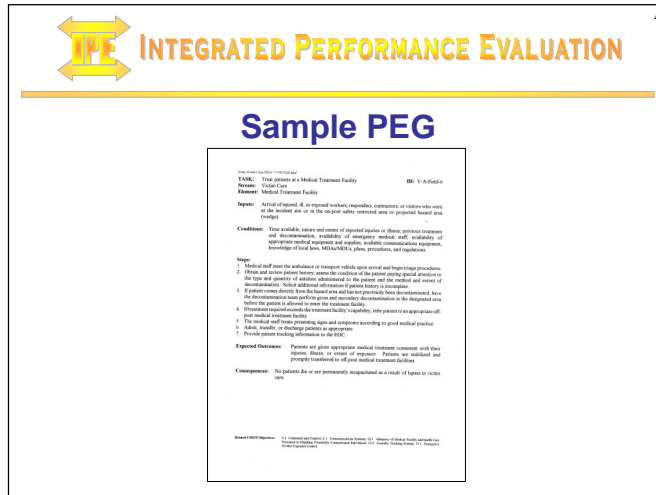
3

Response Streams

- Each response stream is defined in various places in the Student Notebook:
 - Chapter 9, IPE Guide, pages 3-9
 - Chapter 9, IPE Guide, Appendix F (Glossary)
 - Chapter 3, page 3-5

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

The definitions described in the following slides are paraphrased for display purposes. Refer to Appendix F of the IPE Guide in Chapter 9 of the Student Notebook for the complete and full definition.




Notes to Instructor

For Experienced Evaluators Only

Instructional Text:


Streams are identified and associated with each PEG.



INTEGRATED PERFORMANCE EVALUATION

5

Data Collection Guide



Task-based Template

- Organized by response stream
- Lists PEGs and their expected outcomes
- Allows team members to fill in the blanks
- Provides a flexible, structured format
- Can be completed either on a hard copy or electronically

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

**INTEGRATED PERFORMANCE EVALUATION**

6

**Activity 1
Response Stream Identification**

- Teams review mock evaluators' notes and identify appropriate response streams
- Some may refer to more than one response stream or to none

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

**INTEGRATED PERFORMANCE EVALUATION**


1

**Activity 2
Developing a Team Time Line**

Pre-Activity
Preparation

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

2

 INTEGRATED PERFORMANCE EVALUATION			
Jurisdiction Time Line			
Time 24 hr.	Juris.	Activity	Stream
9:35	CLE	EOC Staff Briefing; still at CE; igloo fire burned itself out; met data (same) wind @2.1 m/s from 039	
9:39	CLE	EOC receives notifications that first victims have been sent to St. Mark's hospital.	
9:45	CLE	American Red Cross (ARC) Chapter representative indicates activation of shelter at the Badlands Park District's Camp Roosevelt (where the fixed decontamination facility is also located).	
9:55	CLE	ARC representative receives notification from Camp Roosevelt that the previously agreed upon building is not acceptable for use as a shelter at this time; another building is inspected and designated to be the shelter.	
10:10	CLE	EOC notified that the fixed decontamination facility was declared operational (Note to self: Who called? [Facility Manager]).	

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

This slide shows an example of an exercise time line.

A time line may contain detailed information, minute by minute, or it may be less detailed. In either case, it should contain enough information so that the evaluators on the team can recognize the activities they observed and generate write-ups from it and other resources.

We are going to give each table a set of three evaluators' "raw notes"; however, for training purposes, our elves have typed up the raw notes into a readable document.

**INTEGRATED PERFORMANCE EVALUATION**

3

Timeline Development

- Developed by the team during post-exercise meetings
- Developed from compilation/consolidation of each evaluator's raw notes and the documented times from the exercise
- Integrated into a document that depicts the time actions were taken by the responders.

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

Information to be incorporated into the time line is found in various locations. For example, you can find information in the documentation collected at a jurisdiction, the controllers' logs, and notes on calls made during the exercise from the SIMCELL, or the evaluation team (or individual evaluator's) notes.

The team can use the time line to assist in developing write-ups.

**INTEGRATED PERFORMANCE EVALUATION**

4

Significant Events Time Line

- The significant events time line is developed from the individual jurisdictional time line information.
- It is a consolidation of all of the significant actions taken by responders in a jurisdiction.

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

As with the jurisdictional time line, the information can be taken from the documentation collected at a jurisdiction or from the evaluator's notes.

The co-directors are required to incorporate this information (or the time line) into the report.

**INTEGRATED PERFORMANCE EVALUATION**

5

**Activity 2
Developing a Team Time Line**

- Divide teams into three elements
- Each element reviews one of the provided mock evaluator notes (Evaluator A, B, or C)
- Teams determine entries to be included in Team Jurisdiction Time Line
- Teams identify which entries should be included in Community Significant Events Time Line

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

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**INTEGRATED PERFORMANCE EVALUATION**


1

**Activity 3
Pre-Exercise Planning**


Student Activity
Preparation

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

2


INTEGRATED PERFORMANCE EVALUATION

Data Collection Guide



Task-based Template

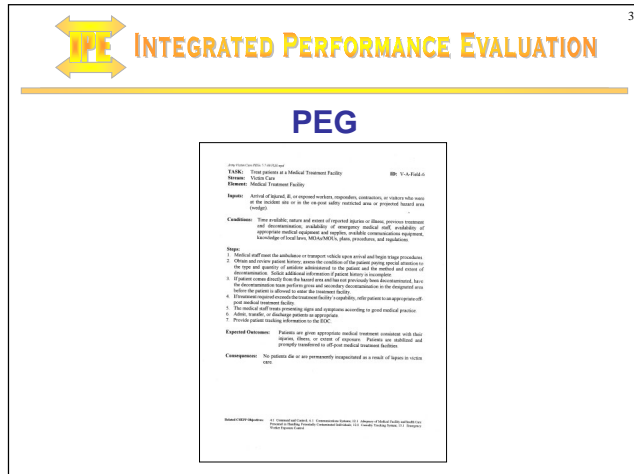
- Organized by response stream.
- Lists PEGs and their expected outcomes.
- Team members fill in the blanks.
- Provides a flexible, structured format.
- Can be completed either on a hard copy or electronically.

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

The Data Collection Guide is your **deliverable** at the end of this activity.



Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

Streams are identified and associated with each PEG.



INTEGRATED PERFORMANCE EVALUATION

4

Activity 3 Materials

- Mock Exercise Scenario
- Mock Key Events
- Mock Extent-of-Play Agreement ([name] JIC)
- Mock Arkansas JIC Plan
- Mock Standard Operating Procedures ([name] JIC)
- Mock Event Plume Map
- Mock JIC Floor Plan
- Off-Post Public Information PEG — JIC
- Mock Controller SIMCELL MSEL Injects — Media Inquiry
- Mock Controller SIMCELL MSEL Injects — Public Inquiry
- Blank Off-Post Data Collection Guide

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

Direct students to Chapter 6 and review materials provided for their use in exercise planning Pre-exercise Planning Activity — Student Materials

- Mock Exercise Scenario
- Mock Key Events
- Mock Extent-of-Play Agreement ([name] JIC)
- Mock Arkansas JIC Plan
- Mock Standard Operating Procedures ([name] JIC)
- Mock Event Plume Map
- Mock JIC Floor Plan
- Off-Post Public Information PEG — JIC
- Mock Controller SIMCELL MSEL Injects — Media Inquiry Calls
- Mock Controller SIMCELL MSEL Injects — Public Inquiry Calls
- Blank Off-Post Data Collection Guide
- Everything is the same as usual, except PEGs are used rather than objectives
- Call time for discussion at _____

Add time for discussion at _____.

**INTEGRATED PERFORMANCE EVALUATION**


1

**Activity 4
Exercise Observation
and Data Collection**


Student Activity
Preparation

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

2


INTEGRATED PERFORMANCE EVALUATION

Data Collection Guide



Task-based Template

- Organized by response stream
- Lists PEGs and their expected outcomes
- Team members fill in the blanks
- Provides a flexible, structured format
- Can be completed either on a hard copy or electronically

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:



3

Activity 4 Breakouts

University Ballroom

- Mock Joint Information Center (JIC) Media Briefing

CPA Room

- Mock SIMCELL, MSEL Injects — Media Inquiry

Trustees Room

- Mock SIMCELL, MSEL Injects — Public Inquiry

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:



4

Activity 4 Breakouts

The mock exercise you are about to observe has been specifically developed for training purposes only and does not represent actual JIC operations.

Notes to Instructor

**For Experienced
Evaluators Only**

Instructional Text:

**INTEGRATED PERFORMANCE EVALUATION**

5

Activity 4 Breakouts

Errors made during the presentation were specifically designed to be identifiable by non-JIC experts

Notes to Instructor

For Experienced Evaluators Only

Instructional Text:

**INTEGRATED PERFORMANCE EVALUATION**

6

Following Breakouts

- Remember: following the breakouts, all team members will return to team tables and share what they have observed.
- Team leaders should be prepared to discuss observations.

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

**INTEGRATED PERFORMANCE EVALUATION**

1

**Activity 4
Exercise Observation**

“Mock”
JIC Media Briefing

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

**INTEGRATED PERFORMANCE EVALUATION**

2

Activity 4 Breakouts

The briefing you are about to view was developed for training purposes only.

Notes to Instructor

**For Experienced
Evaluators Only**

Instructional Text:

**INTEGRATED PERFORMANCE EVALUATION**

3

Activity 4 Breakouts

Errors made during the presentation were specifically designed to be identifiable by non-JIC experts.

Notes to Instructor

**For Experienced
Evaluators Only**

Instructional Text:

**INTEGRATED PERFORMANCE EVALUATION**

4

Following Breakouts

Remember – following the breakouts, all team members will return to Team Tables and share what they have observed.

Team Leaders should be prepared for discussion.

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

 **INTEGRATED PERFORMANCE EVALUATION**

5


Activity 4 Breakouts

The Players

Notes to Instructor


**For Experienced
Evaluators Only**

Instructional Text:

 **INTEGRATED PERFORMANCE EVALUATION**

6

Activity 4 Breakouts



Briefing Moderator

Notes to Instructor

**For Experienced
Evaluators Only**

Instructional Text:

 **INTEGRATED PERFORMANCE EVALUATION**

Activity 4 Breakouts



COL Greenlaw

Notes to Instructor

**For Experienced
Evaluators Only**

Instructional Text:

 **INTEGRATED PERFORMANCE EVALUATION**

8

Activity 4 Breakouts




Judge Bernard

Notes to Instructor


**For Experienced
Evaluators Only**

Instructional Text:

 **INTEGRATED PERFORMANCE EVALUATION**

9

Activity 4 Breakouts



Mr. Shaw

Notes to Instructor

**For Experienced
Evaluators Only**

Instructional Text:

 **INTEGRATED PERFORMANCE EVALUATION**

10

Activity 4 Breakouts



Reporters

Notes to Instructor

**For Experienced
Evaluators Only**

Instructional Text:

 **INTEGRATED PERFORMANCE EVALUATION**

Activity 4 Breakouts



Cameras 1 and 2

Notes to Instructor

**For Experienced
Evaluators Only**

Instructional Text:

 **INTEGRATED PERFORMANCE EVALUATION**

Activity 4 Breakouts



Assistant Producer

Notes to Instructor

**For Experienced
Evaluators Only**

Instructional Text:

**INTEGRATED PERFORMANCE EVALUATION****Activity 5
Exercise Report Writing**

Student Activity
Preparation

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

**INTEGRATED PERFORMANCE EVALUATION**

2

Activity 5 Task and Materials

- Working as a team, each table will develop a Stream Narrative Report for the JIC
- A blank Stream Narrative Sheet format is provided in hard copy and on computer diskette
- Example report is provided
- Printers are available

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

**INTEGRATED PERFORMANCE EVALUATION**

3

Following Report Writing

- Teams will exchange and review other teams' reports
- Teams will discuss good examples from each report

Notes to Instructor**For Experienced
Evaluators Only****Instructional Text:**

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Part 5:

Student Materials for Test Exercise

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Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
0856	3777	Citizen	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Citizen wants to know what shelter to go to.

Expected Action: Provide citizen with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. Ask what shelter to evacuate to.

This is a test exercise message.

Actual Time: 0856

Questions/Answers:

Q: This is Brady Larsen. I live on a farm about 5 miles east of the arsenal. I was out in my field when I heard the sirens go off. I know that I'm supposed to evacuate, but I don't know where to go. Can you tell me?

A: Since you're east of the arsenal, you should take your family and go to the Sheridan National Guard Armory, on Grant 74 off Hwy. 270. The Red Cross will be there to help you.

Error: Caller is directed to travel west into potential plume area and into areas evacuated.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
0915	3764	Citizen	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Citizen calls asking about an elderly resident in evacuated area.

Expected Action: Provide citizen with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. You are calling from Los Angeles.

This is a test exercise message.

Actual Time: 0915

Questions/Answers:

Q: This is Caroline Best. I live in Los Angeles. I heard about the accident at the arsenal on my local news station on my way to work. My Aunt Mildred lives somewhere near there, I'm not sure exactly where, but I tried to reach her, and there's no answer. Can you tell me if she's safe?

A: Yes, there was an accident, and residents north of the arsenal are being evacuated. The county has plans in place to deal with just this kind of emergency. People with cars will evacuate themselves. The county has a list of people without transportation and is sending vehicles to pick them up and drive them to shelters. The Red Cross registers everyone and will have a list soon. You can call them at (870) 456-7899.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1008	3807	Citizen	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Spouse of PBA resident inquires about whereabouts of his wife.

Expected Action: Advise citizen in accordance with the current situation and provide him/her with the requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. Select the appropriate questions based on what the arsenal does with its nonessential personnel. Woodson is just south of Little Rock.

This is a test exercise message.

Actual Time: 1008

Questions/Answers:

Q: My name is Joe Wilson. I heard there was an accident out there today. I'm calling from the Little Rock Airport. I've been out of town on business and don't know where my wife is. We live in Woodson, and she works at the arsenal. Could you tell me when she was last accounted for? Could she be in a hospital somewhere?

A: All nonessential arsenal workers were evacuated to the Sheridan National Guard Armory in Grant. You can phone the Red Cross there at (870) 456-7899 to find out if she's registered yet. The only injuries were to workers on the scene, so she should be fine.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1012	3797	Citizen	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Resident calls to ask if he should go to work in evacuated area.

Expected Action: Provide citizen with requested information.

Originator: Exercise Designers

Controller Note: Jefferson is west of PBA; Wright is east.

This is a test exercise message.

Actual Time: 1012

Questions/Answers:

Q: This is Ken Lewis. I live in Jefferson and work at an auto repair shop in Wright. I'm supposed to start work at 10:30. Should I go to work?

A: Yes. Jefferson and Wright were not affected by the accident.

Error: The direct driving route would take the caller through the evacuated areas. He should have been advised to take a safe route around evacuated areas. Although the traffic and access control points should prevent actual entry, the caller should not receive incorrect information from the JIC.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1017	3789	Citizen	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Evacuated farmer wants to know about submitting damage claims for reimbursement.

Expected Action: Provide citizen with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC and ask for the PBA PAO. The Pine Bluff Commercial is located at 300 Beach, Pine Bluff.

This is a test exercise message.

Actual Time: 1017

Questions/Answers:

Q: This is Johnny Mercer calling from the Sheridan shelter. I was evacuated this morning, and I want to know who's going to pay me because I can't sell my contaminated crops. Who can I submit my claim to?

A: The Army is responsible for covering all costs in connection with this emergency. We're working on taking care of the problem right now, but we'll soon be opening a claims office at the Pine Bluff Convention Center. The office will be open 24 hours a day. An official announcement will be made as soon as the office is up and running.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1120	3782	Business	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Horse rancher is concerned over health of prize herd of horses.

Expected Action: Provide person with requested information.

Originator: Exercise Designers

Controller Note:

This is a test exercise message.

Actual Time: 1120

Questions/Answers:

Q: This is Warren Jarrett, and I have an Arabian horse ranch out here in Grant County. I have a large investment in these animals and am concerned about their health and safety. Should I worry about them grazing out in their paddock?

A: The plume is not heading in that direction, but, just to be sure, I'd recommend bringing them indoors until the all-clear has sounded.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1122	3802	Business	JIC	SIMCELL — Public Inquiry	Voice

Event Description: Businessman asks what the state and counties are doing to safeguard personal and commercial property in the evacuated areas.

Expected Action: Provide person with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC.

This is a test exercise message.

Actual Time: 1122

Questions/Answers:

Q: This is Cameron Franklin. I own a farm equipment dealership near Jefferson. I'd like to know what measures the authorities are taking to safeguard private and commercial property in the evacuated areas. Have there been any reports of looting or vandalism?

A: Traffic and access control points have been set up to keep people from entering the areas that were evacuated. Police are patrolling to protect against vandalism, but if you have sufficient cause, I'm sure you can talk them into letting you check out your business.

Q: When will I be able to get back to work?

A: Authorities will announce the time when people can return to their homes and businesses as soon as it is safe to do so. Stay tuned to your radio or TV.

Error: The caller was incorrectly told he could gain access by convincing the local police of his need.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
0915	3799	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for Channel 11 in Little Rock calls the JIC to obtain information on the chemical threat.

Expected Action: Provide reporter with the requested information.

Originator: Exercise Designers

Controller Note: Do not inject until the numbers for the JIC have been published.

This is a test exercise message.

Actual Time: 0915 (JIC number was published in 0850 news release.)

Questions/Answers:

Q: This is Melissa Green with Channel 11 in Little Rock. Where is the gas cloud now?

A: The gas cloud is heading to the NNE. It appears to be headed toward the town of Wright.

Q: What should we tell people in the path of the cloud? What areas are being evacuated?

A: The public was notified by the Emergency Alert System, and a news release was issued about 20 minutes ago to evacuate zones C, D, E, and F, the areas at risk.

Q: Are you evacuating any more areas?

A: No other areas are at risk now, so they are not being evacuated.

Q: Have the initial evacuations been completed?

A: Not yet. Evacuation is underway.

Q: How do you know? Have you checked door to door?

A: Our plans do not call for us to go door to door to check on evacuation. People are responsible for evacuating themselves. We provide assistance to people who do not have their own means of transportation. They can phone (879) 541-5410 for information.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
0915	3799 (Cont.)	Media	JIC	SIMCELL — Media Inquiry	Voice

Q: If you missed someone, can they survive where they are?

A: We urge all residents to evacuate, but those who don't should be ok if they go into an interior room, like a bathroom, and seal the doors and windows.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
0930	3794	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for KARK, Channel 4, in Little Rock calls the JIC and asks when a press conference will be held.

Expected Action: Provide reporter with the requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. If you are “put off” (e.g., there will not be a press conference for ___ hours, or we’ll get back to you), tell them that you have to air the news about the accident at noon. Compare the route you are given with other information available in the SIMCELL. The main route between Little Rock and Pine Bluff, U.S. 65, may be closed, as it goes near the hazard fan.

This is a test exercise message.

Actual Time: 0930

Questions/Answers:

Q: I’m Betty Frame from KARK, Channel 4, in Little Rock. I have to be live on the air at noon. When will you be holding a press conference?

A: The press conference is scheduled for 10:30, an hour from now.

Q: Ok. What is the safest way to get to the arsenal?

A: The best route to the arsenal from Little Rock is to take U.S. 65 south to Highway 365, then follow the signs. That should be safe, since the highway is west of the arsenal and the wind is to the northeast.

Q: I was also wondering if you could update me on the details of the accident. What time did the accident occur? How was the accident first identified and who reported it?

A: The accident occurred just after 8:00 this morning and was reported by workers on the scene to the PBA Emergency Operations Center.

Error: Reporter is directed to go to the arsenal, not to the JIC. Although the reporter asked for directions to the arsenal, the media inquiry team member should have clarified where the reporter truly needed to go (JIC or Arsenal).

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1010	3776	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: News director for KMZX-FM radio in Lonoke calls the JIC to ask questions about the notification process and to request a press release.

Expected Action: Provide reporter with the requested information.

Originator: Exercise Designers

Controller Note: Call the JIC.

This is a test exercise message.

Actual Time: 1010

Questions/Answers:

Q: This is Kristin Edwards. I'm the news director at KMZX-FM radio in Lonoke. How were the various communities notified of the chemical accident on the arsenal? Which communities were notified? How long did that take? How long until the general population was notified? How were they notified? Are you satisfied that the population that was at risk was notified in a timely manner?

A: People at the arsenal were notified by sirens. Residents in the surrounding areas were warned by sirens and then by an official message broadcast over the radio and tone-alert radios at 8:15. Emergency officials were notified first through official emergency channels. Probably everyone knew by about 9:00. All the areas were evacuated by 9:35.

Q: How many people are in danger? Did all the sirens and tone alert radios work?

A: I'm not aware that there were any malfunctions in any of the notification systems.

Error: Speculation as to when everyone knew of the evacuation order.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1014	3803	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for KARK-TV, Channel 4, in Little Rock calls the JIC to ask about the threat to the public.

Expected Action: Provide reporter with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. News is aired at 5:00, 6:00, and 10:00 p.m. Insist on a live interview. If you are told the commander is not available, insist on interviewing someone else in authority.

This is a test exercise message.

Actual Time: 1014

Questions/Answers:

Q: This is Betty Frame, reporter for NBC news, KARK-TV, Channel 4, in Little Rock. I would like to do a live interview with an Army spokesperson about the threat to the public caused by this morning's accident at the arsenal.

A: The commander is very busy now managing the operations and preparing for a news conference to be held in 15 minutes. I'll see what I can do about finding a spokesperson for you to interview afterward.

Q: What agent was released? How does it cause injury? What are the areas that are affected? How long will the chemical be dangerous? What is being done to protect the public?

A: All the information we have is in the news releases from the PBA and from the JIC.

Error: Instead of providing the reporter with the requested information, the reporter is told to read news releases.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1033	3805	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for the *Associated Press* calls the JIC to ask about containment of the chemical release and the impact of the chemical on the community.

Expected Action: Provide reporter with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC. If the JIC has not activated by the time shown above, inject this call to the PBA, PAO, or PBA information center (at the number given when its activation is announced). If the message is injected to the arsenal, hold until the JIC is activated and pass to the JIC. Compare answer provided by the JIC with the answer provided by the arsenal information center/PAO. Note any discrepancies.

This is a test exercise message.

Actual Time: 1033

Questions/Answers:

Q: This is Charles Peterson with the *Associated Press*. Has the chemical release at the Pine Bluff Arsenal been contained?

A: Yes, the release has now been fully contained.

Q: How was it contained (methodology/process)?

A: A filtration unit has been placed on the igloo where the accident occurred, and the door has now been sealed.

Q: What is the status of the vapor cloud? How far has it traveled?

A: The cloud is traveling in a north-northeasterly direction. We have five monitoring teams out in the field to determine how far it has traveled and whether any contaminants have been deposited.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1033	3805 (Cont.)	Media	JIC	SIMCELL — Media Inquiry	Voice

Q: What is the impact to the community? How many people are affected? How many people could die from this? How many were injured at the arsenal?

A: There were three people injured on site. No one was injured in the community. We do not expect any injuries or fatalities off the arsenal. Our models show that, based on the size, duration, and direction of the release, there should be little risk to the offsite population. Our evacuation was precautionary only.

Error: During the 1030 JIC media briefing, Judge Bernard reported five people in Pulaski County were taken to the VA hospital for nerve agent exposure. (This demonstrates a lack of internal coordination within the JIC.)

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1035	3780	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for KBPQ-FM in Pine Bluff calls the JIC to ask about responsibility to minimize the contamination impact on the environment.

Expected Action: Provide reporter with the requested information.

Originator: Exercise Designers

Controller Note: Call the JIC **during the news conference**. If referred, call that number and repeat your questions. KBPQ-FM radio is located at 901A West 6th, Pine Bluff.

This is a test exercise message.

Actual Time: 1035

Questions/Answers:

Q: I'm Helen McKnight, a reporter from KBPQ-FM in Pine Bluff. What is the Army doing to ensure there is minimal environmental contamination both onpost and offpost?

A: The Army has RTAP out sampling the surrounding area and will continue to monitor the area for contamination until the civilian authorities inform the Army that it is no longer needed.

Q: How can the civil authorities be assured that there will not be any long-term residual contamination?

A: It's too early to determine the specific effects on the environment. We do know that GB is not a persistent agent. That means it would not be expected to stay in the environment for long periods of time.

Q: What monitoring activities are taking place for the short term, and what are the plans for long-term monitoring?

A: Teams are out monitoring to determine whether any agent has been deposited. Obviously, this event was unexpected, although our emergency plans are working well. There will be a full investigation after the response is over to see whether any changes need to be made to prevent this from happening in the future.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1038	3806	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Reporter for KARK, Channel 4, in Pine Bluff calls the JIC to ask about the cause of the accident, the types of injuries that resulted, and the location of the injured.

Expected Action: Provide reporter with requested information.

Originator: Exercise Designers

Controller Note: Call the JIC.

This is a test exercise message.

Actual Time: 1038

Questions/Answers:

Q: This is Betty Frame, news reporter for KARK, Channel 4, in Pine Bluff. Do you know what caused the accident at the arsenal?

A: The cause of the accident is being investigated. We're focusing on controlling the event right now and assuring that the public is completely protected.

Q: How many people have been injured and what types of injuries do they have?

A: There were three people injured on site. No one in the community was injured. I don't have specific information yet about the nature of their injuries.

Q: Where have the injured been taken for treatment? Can you give me their names, ages, and addresses?

A: Two are being treated at the Jefferson Medical Center. Their names are Rodger Bridges and Clarence Hurst. The third employee is still at the site. I can't release further information yet.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1115	3791	Media	JIC	SIMCELL — Media Inquiry	Voice

Event Description: Manager of KCLA/KZYP in Pine Bluff calls the JIC for information/update on the incident.

Expected Action: Provide reporter with the requested information.

Originator: Exercise Designers

Controller Note: Call the JIC **after** the 1100 news release is issued. If referred, call that number and ask the same question. It is located at 1207 West 6th in Pine Bluff.

This is a test exercise message.

Actual Time: 1115

Questions/Answers:

Q: I'm Brady Haskins, manager for KCLA/KZYP in Pine Bluff. Have you received any more information on the chemical accident this morning?

A: A leaking M-55 GB-filled rocket was found during normal operations this morning. We notified the community and quickly put a filtration unit on the igloo to keep the agent from being released into the atmosphere. Then workers went in to containerize the leaking rocket, and there was an explosion. We don't know the cause yet. As a result of the explosion, we advised the community to evacuate, and they did.

Q: What are the names of the injured/killed workers?

A: I can't release the names of the injured workers at this time, not until we've notified their families.

Q: Have there been any injuries from the community reported as a result of the chemical accident?

A: No. The public has been notified of the situation via the Emergency Alert System. No one should be worried that anyone is in danger.

Controller and Evaluator Eyes Only**For Training Purposes Only**

Inject Time	MSEL ID No.	From	To	Responsible Controller	Inject Means
1115	3791 (Cont.)	Media	JIC	SIMCELL — Media Inquiry	Voice

Q: Are there people trapped at NCTR? How will you get them out? Are you in contact with them? Have their families contacted you for information?

A: Workers at the NCTR are not trapped. They were instructed to shelter in place rather than evacuate and, as far as we know, are safe indoors in the overpressurized building. They will evacuate as soon as the contaminated cloud has safely passed over the area.

Error: A press release with the names was issued at 1100. A caller at 1038 was provided with two of the names.

Error: The JIC media responder says that NCTR, the National Center for Toxicological Research, is sheltering in place and will evacuate when the plume tail passes. The tail was reported by PBA to have passed at 0902.

For Training Purposes Only**Instructor Copy**

Arkansas Joint Information Center

123 Main Street, Pine Bluff, Arkansas 71601

News Release

Date: [Current Date]
Information as of: 8:50 a.m.

For more information, contact:
Arkansas Joint Information Center
(870) 541-5415

FOR IMMEDIATE RELEASE

Joint Information Center Opens

PINE BLUFF, Ark. – The Joint Information Center (JIC), located at 123 Main Street in Pine Bluff, Arkansas, has opened. The JIC is open in response to today's chemical incident that occurred at the arsenal. It will serve as the central point for release of all information pertaining to the chemical accident from the Army, state, and local government agencies.

Media may call (870) 541-5415 for information. The public may call (870) 541-5410 to receive emergency response information. News organizations are asked to publish only the public phone number so the media will have uninterrupted access to the media number.

For Training Purposes Only

For Training Purposes Only**Instructor Copy**

Arkansas Joint Information Center

123 Main Street, Pine Bluff, Arkansas 71601

News Release

Date: [Current Date]
Information as of: 9:04 a.m.

For more information, contact:
Arkansas Joint Information Center
(870) 541-5415

FOR IMMEDIATE RELEASE

Evacuations Recommended

PINE BLUFF, Ark. – Jefferson County, Grant County, and state officials are recommending protective actions for people in the following communities due to a chemical release today at the Pine Bluff Arsenal.

The following zones are to evacuate: C, D, E and F.

The following zones are to shelter in place: A and B.

Error: PAD does not say shelter in place zones A and B.

Error: Zones are not described by boundaries, evacuation routes; reception center locations are not indicated.

If evacuating, officials recommend that citizens take necessary medications and a change of clothes with them and turn off all appliances before leaving their homes. If you can drive a neighbor who has no transportation, please do so.

Go to school on your way and pick up your children. When evacuating, keep vehicle windows closed and do not use heater, air conditioner, or vents. However, if there is a system in the vehicle that circulates the vehicle's existing air, use it.

Error: Parents should not be instructed to pick children up at school; schools were evacuated.

A less obvious error is that the zones are not described here.

For Training Purposes Only

For Training Purposes Only**Instructor Copy**

Arkansas Joint Information Center

123 Main Street, Pine Bluff, Arkansas 71601

News Release

Date: [Current Date]
Information as of: 9:23 a.m.

For more information, contact:
Arkansas Joint Information Center
(870) 541-5415

FOR IMMEDIATE RELEASE

Reception Centers and NCTR

PINE BLUFF, Ark. – Due to the chemical accident at the Pine Bluff Arsenal, the **NCTR** in Jefferson is sheltering in place in pressurized buildings. Evacuation should be complete for all areas (C, D, E, and F) by 9:35 a.m.

Error: Uses NCTR acronym without defining it. (NCTR is the National Center for Toxicological Research.)

The Grant County Reception Center is open. It is located just off Highway 270 from Pine Bluff on Grant 74. There are traffic control points located along the way, so please observe and stop if directed to do so. You are asked to go to the reception center for assignment to a shelter or to leave locator information if you are going to stay with a friend or family.

There are some capabilities for housing of pets and animals at the Grant County Fair Grounds. It is near the reception center. Pets are not allowed in the shelters. If possible, please leave your pets with a friend or relative outside the evacuated zones.

For Training Purposes Only

For Training Purposes Only**Instructor Copy**

Arkansas Joint Information Center

123 Main Street, Pine Bluff, Arkansas 71601

News Release

Date: [Current Date]
Information as of: 9:45 a.m.

For more information, contact:
Arkansas Joint Information Center
(870) 541-5415

FOR IMMEDIATE RELEASE

River Open to Commercial Traffic

PINE BLUFF, Ark. – The Arkansas River remains open to commercial traffic but is closed to private fishers. The Arkansas National Guard has activated 100 troops, and the Arkansas State Police has activated 30 officers to help with security.

Error: Says that the Arkansas River is open to commercial traffic but closed to fishers. The JIC briefing says that locks and Dams 4 and 5 are closed, which would stop all traffic.

For Training Purposes Only

For Training Purposes Only**Instructor Copy**

Arkansas Joint Information Center

123 Main Street, Pine Bluff, Arkansas 71601

News Release

Date: [Current Date]
Information as of: 10:35 a.m.

For more information, contact:
Arkansas Joint Information Center
(870) 541-5415

FOR IMMEDIATE RELEASE

Status of Injured Workers

PINE BLUFF, Ark. – Two GB-filled rockets exploded during this morning's chemical incident. Ten GB-filled M55 rockets are known to be leaking. All rockets are located inside the storage igloo and the door is now closed. There is no fire.

Error: Headline and contents do not match.

For Training Purposes Only

For Training Purposes Only**Instructor Copy**

Arkansas Joint Information Center

123 Main Street, Pine Bluff, Arkansas 71601

News Release

Date: [Current Date]
Information as of: 11:00 a.m.

For more information, contact:
Arkansas Joint Information Center
(870) 541-5415

FOR IMMEDIATE RELEASE

Status of Injured Workers

PINE BLUFF, Ark. – The incident this morning involving an explosion of **mustard gas** has resulted in injuries to three Pine Bluff Chemical Activity employees. There is no fire. Two of the injured are being treated at Jefferson Regional Medical Center.

Error: Reference is to mustard gas; it should be GB.

They are:

Rodger Bridges – injuries and agent exposure. He has received **nerve agent antidote** and is being treated.

Clarence Hurst – injuries and **nerve agent exposure** symptoms. He has received antidote.

Error: Injury is nerve agent exposure, which does not match mustard gas.

The third employee is still at the site. This morning's accident occurred during a routine storage and monitoring operation. An investigation to determine the cause will be conducted.

Col. Bruce Greenlaw, Commander of Pine Bluff Arsenal, has requested the Service Response Force to assist in the installation's emergency response operations. Key staff from the SRF are expected to arrive later today.

Arsenal emergency response personnel are on the scene to lessen any hazard. Arsenal monitoring teams have been dispatched into the community to monitor for the presence of chemical **mustard** vapor.

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Significant Events and MSEL Summary Table: Instructor Copy

ID	Time	From	To	Implementer
Note: All time line sources are EMIS unless otherwise indicated.				
	0745			Download order is issued.
	0800			STARTEX: M-55 GB-filled rocket detonates. Three workers inside the igloo begin to exit; as they are about to exit, two explosions occur.
	0801			PBA: Workers at Igloo 62-390 report to the PBA EOC that two explosions occurred, and smoke is coming out of the igloo. They report that they do not see fire.
	0801			PBA: Sirens are sounded at PBA.
	0802			PBA: On-Post TARs are sounded.
	0803			PBA: Initial “Hotline” notification is conducted.
	0803			PBA: PARs are provided via EMIS to off-post communities (evacuate zones C, D, E, F). Wind direction to the north.
	0804			PBA EOC is activated.
	0805			PBA: All PBA emergency responders are notified and prepare to respond.
	0806			PBA: Security establishes site security and secures area.
	0808			PBA: On-site evacuation order is issued for non-essential personnel.
	0809			PBA: The PBA notifies NCTR of Level 4 emergency.
	0810			PBA: Fire Department establishes the initial hotline.
	0810			PBA: Responders begin arriving at the FCP.
	0812			PBA: First emergency responders enter chemical limited area.
	0812			PBA: MPDS arrives at hotline.
	0814			PBA: FD arrives at igloo.
	0815			Jefferson County makes PAD (evacuate zones C, D, E, F).
	0820			PBA: EOD arrives at FCP.
	0820			PBA: IOC Safety is notified.

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ID	Time	From	To	Implementer
	0822			EAS station KBPG-FM is notified to broadcast evacuation EAS message.
	0823			PBA: RTAP begins monitoring.
	0824			Sirens sound in Jefferson County.
	0825			PBA: NRC is notified.
	0825			EAS message is broadcast over EAS station KBPQ-FM.
	0829			PBA: On-site evacuation is complete.
	0830			PBA: Casualties are transported to PDS.
	0830			ADEM EOC notifies Coast Guard to close Arkansas River.
	0831			PBA EOC 24-hour staffing is determined and scheduled.
	0832			PBA notifies NCTR that plume tail is expected to clear NCTR at 0902.
	0833			PBA EOC requests SRF advance team.
	0833			Jefferson County sends fax notification to 22 area hospitals.
	0834			OES contacts ARC that approximately 2,300 people are expected at reception centers.
	0838			PBA reports via EMIS that two injured personnel have been relocated from accident site.
	0839			PBA: SBCCOM is notified.
	0849			PBA: EOD arrives at igloo.
	0849			PBA: NCTR issues notification that NCTR is buttoned down.
	0850			PBA: Request for SRF support made to AOC.
	0850			JIC News Release issued: Joint Information Center Opens (no errors).
	0852			PBA: Two ambulances leave hotline with injured personnel.
3777	0856	Citizen	JIC	This is Brady Larsen. I live on a farm about 5 miles north of the arsenal. I was out in my field when I heard the sirens go off. I understand I'm supposed to evacuate, but I don't know where to go. Can you tell me?
				Error: Caller is directed to travel west into potential plume area and into areas evacuated.

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ID	Time	From	To	Implementer
	0904			<p>JIC News Release is issued: Evacuations Recommended</p> <p>Error: PAD does not say shelter in place zones A and B.</p> <p>Error: Zones are not described by boundaries, evacuation routes; reception center locations are not indicated.</p> <p>Error: Parents should not be instructed to pick children up at school; schools were evacuated.</p>
	0907			ADH recommends embargo on food and water sources in evacuated zones C, D, E, and F.
	0909			Patients from accident site begin arriving at clinic.
	0910			PBA Fire Department sets up mobile decontamination at ER.
	0914			Ambulances arrive at Pulaski County TCP.
3799	0915	Media	JIC	This is Melissa Green with Channel 11 in Little Rock. Where is the gas cloud now? What should we tell people in the path of the cloud? What areas are being evacuated? Are you evacuating any more areas? Have the initial evacuations been completed? How do you know? Have you checked door to door? If you missed people, can they survive where they are?
3764	0915	Citizen	JIC	This is Caroline Best. I live in Los Angeles. I heard about the accident at the arsenal on my local news station on my way to work. My Aunt Mildred lives somewhere near there, I'm not sure exactly, and I tried to reach her, but there's no answer. Can you tell me if she's safe?
	0916			PBA deploys two-man team downrange; two munitions are rendered safe; will put back in igloo and do damage survey.
	0920			PBA: Magazine door is secured.
	0920			PBA: EMIS notification that at 900 RTAP #9 located at Hwy 256 at Pastoria/Wright Road a reading of 0.25 TWA was registered. All other areas tested showed negative.

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ID	Time	From	To	Implementer
	0922			Jefferson County Sheriff reports evacuation expected is almost completed.
	0923			JIC news release: NCTR sheltering-in-place; Grant County reception center is open.
				Error: Acronym NCTR used without definition.
	0930			PBA: EOD completes work at igloo and closes igloo door.
	0930			Arkansas County Reception Center is opened at the Grand Prairie War Memorial Auditorium.
	0930			Pulaski County: Decontamination is completed on patients at TCP.
	0930			Grant County Reception Center is opened.
3794	0930	Media	JIC	I'm Betty Frame from KARK, Channel 4, in Little Rock. When will you be holding a press conference? What is the safest way to get to the arsenal? I was also wondering if you could update me on the details of the accident. What time did the accident occur? How was the accident first identified and who reported it? Who else was notified? When was the arsenal Commander informed of the accident? What is the commander doing to solve the contamination problem and protect the civilian community?
				Error: Reporter is directed to go to the arsenal, not to the JIC
	0931			PBA: EOD is complete. One stack of damaged rockets is reported.
	0932			Pulaski County: First patient is transported from TCP to the VA Hospital.
	0932			PBA: All items are replaced inside bunker. Minimal decontamination accomplished.
	0933			ADEM EOC- State Proclamation of Emergency declared by Governor.
	0935			PBA: Igloo door closed reported to EOC; EOD processes through PDS.
	0940			Pulaski County TCP: Decontamination of workers is complete.
	0940			JRMC: A patient arrives by ambulance from PBA.
	0943			PBA: Accident site area decon started.
	0945			JRMC: PBA toe tag on patient says he has received three Mark I4 antidote sets.

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ID	Time	From	To	Implementer
	0945			JIC news release: Arkansas River is open to commercial traffic but closed to private fishers.
				Error: River is also closed to commercial traffic.
	0948			JRMC: Five civilians arrived at VA hospital complaining of contamination.
	0948			VA Hospital: One patient (critical) arrives.
	0950			JRMC: Shrapnel injury (explosion victim) from PBA arrives.
	0953			JRMC: Next of kin are notified.
	0955			PBA: RTAP units are being dispatched.
	0955			PBA: Positive samples received where individuals were decontaminated in front of igloo.
	0956			PBA: EMIS notification that there has been one fatality (employee), two injured (decontaminated with shots and en route to JRMC). One injured still at HC. Also, recent RTAP reading from #9 at Wright is 0.5 TWA.
	0958			JRMC: A 57-year old man with blast injuries arrives from PBA.
	1003			Jefferson County announced via EMIS that it has placed a food embargo in zones C, D, E, and F.
3807	1008	Citizen	JIC	This is Ruth Young. I live in Woodson. I heard on the radio that most workers were evacuated from the arsenal and that some workers were evacuated because of the accident. My husband works there, but I haven't heard from him. Do you know where he is? Do you know if there were any injuries?
	1010			Arkansas County: Evacuees screened, registered, decontaminated, and treated at the reception center.
3776	1010	Media	JIC	This is Kristin Edwards. I'm the news director at KMZX-FM radio in Lonoke. How were the various communities notified of the chemical accident at the arsenal? Which communities were notified? How long did that take? How long until the general population was notified? How were they notified? Are you satisfied that the population at risk was notified in a timely manner? How many people are in danger? Did all the sirens and tone alert radios work?

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ID	Time	From	To	Implementer
Error: Speculation as to when everyone knew of the evacuation order.				
3797	1012	Citizen	JIC	This is Ken Lewis. I live in Jefferson and work at an auto repair shop in Wright. I'm supposed to start work at 10:30. Should I go to work?
Error: The direct driving route would take him through evacuated areas. He should have been directed to go around evacuated areas.				
	1013			PBA: EMIS notification – 1% at 0.7 miles; no deaths at 0.95 miles; no effects at 4.06 miles.
3803	1014	Media	JIC	This is Betty Frame, reporter for NBC News, KARK-TV, Channel 4, in Little Rock. I would like to do a live interview with an Army spokesperson about the threat to the public caused by this morning's accident at the arsenal. What agent was released? How does it cause injury? What are the areas that are affected? How long will the chemical be dangerous? What is being done to protect the public?
3789	1017	Citizen	JIC	This is Johnny Mercer calling from the Sheridan shelter. I was evacuated this morning, and I want to know who's going to pay me because I can't sell my contaminated crops? Who can I submit my claim to?
	1017			PBA: CACIO reports 1 of the 2 rockets is severely damaged; 10 rockets are leaking.
	1026			PBA: CAICO reports replacement filter is operational.
	1028			PBA: Site decontamination is complete; equipment will be moved back up road.

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ID	Time	From	To	Implementer
	1030 1030			<p>Pulaski County: Decontamination TCP site is complete; equipment being broken down.</p> <p>JIC: News conference begins.</p> <p>News Conference Errors:</p> <ol style="list-style-type: none"> 1. All: Briefers did not define jargon and acronyms. 2. Col. Greenlaw: Army Regs say that “casualties” should not be used. “Injuries” and “death” should be used. 3. Judge Bernard and Fred Shaw: Lack of coordination between the judge and Health Department concerning the number of injuries. 4. Judge Bernard: Speculation by judge on recovery of injured civilians. 5. Fred Shaw: Health Department states, “The safest route now is don’t eat any of the food in Jefferson County or for 50 miles north of the arsenal.” (Embargo should only affect certain parts of Jefferson County and should be contained to the agriculture in fields. Restaurant and grocery supplies should be okay.) 6. Fred Shaw: Health Department states that the Army has jurisdiction over offpost planting and eating from home gardens. 7. All: Briefing is vague and does not provide specific information on areas evacuated, routes, number of injured, etc. 8. Moderator does not provide proper spelling of speaker’s names or ensure nameplates are used at speaker table. 9. Judge Bernard: Jefferson County judge reports calling FEMA Director directly and not through official channels. 10. Col. Greenlaw: Col. Greenlaw states Igloo F-204 when the actual number was 62-390 (see exercise incident scene diagram).
	1032			PBA: CAICO reports that decontamination is completed, door closed, and filter running.

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ID	Time	From	To	Implementer
3805	1033	Media	JIC	<p>This is Charles Peterson with the <i>Associated Press</i>. Has the chemical release at the Pine Bluff Arsenal been contained? How was it contained (methodology/process)? What is the status of the vapor cloud? How far has it traveled? What is the impact to the community? How many people are affected? How many people could die from this? How many were injured at the arsenal?</p> <p>Error: During the 1030 JIC media briefing, Judge Bernard reported five people in Pulaski County were taken to the VA hospital for nerve agent exposure. (Demonstrates lack of coordination in the JIC.)</p>
1035		<p>JIC news release: Site Status – Door to Igloo Is Closed.</p> <p>Error: News Release “headline” is: Status of Injured Workers. Text is about the rockets exploded and leaking.</p>		
3780	1035	Media	JIC	<p>I’m Helen McKnight, a reporter from KPBQ-FM in Pine Bluff. What is the Army doing to ensure there is minimal environmental contamination both onpost and offpost? How can the civil authorities be assured that there will not be any long-term residual contamination? What monitoring activities are taking place for the short term and what are the plans for long-term monitoring?</p>
	1036			<p>PBA: EMIS notification - 1% at 0.55 miles; no deaths at 0.75 miles; no effects at 3.23 miles.</p>
3806	1038	Media	JIC	<p>This is Betty Frame, news reporter for KARK, Channel 4, in Pine Bluff. Do you know what caused the accident at the arsenal? How many people have been injured, and what types of injuries do they have? Where have the injured been taken for treatment? Can you give me their names, ages, and addresses?</p>

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ID	Time	From	To	Implementer
	1100			PBA: Transition brief to SRF (MG Doesburg) is scheduled for 0800 tomorrow.
	1100			JIC news release: Two workers were injured; third employee still on site.
				Error: News release incorrectly identified the agent as mustard gas. Also, it stated nerve agent antidote and exposure, which do not match mustard gas.
	1102			JRMC: All expected patients have been processed to disposition decision.
3791	1115	Media	JIC	I'm Brady Haskins, manager for KCLA/KZYP here in Pine Bluff. Have you received any more information on the chemical accident this morning? What are the names of the injured/killed workers? Have there been any injuries from the community reported as a result of the chemical accident? Are there people trapped at NCTR? How will you get them out? Are you in contact with them? Have their families made efforts to contact you for information?
				Error: PIO says that NCTR will evacuate when plume tail passes; tail was reported by PBA to have passed at 0902.
				Error: A press release with the names of the injured was issued at 1100.
3782	1120	Business	JIC	This is Warren Jarrett, and I have an Arabian horse ranch out here in Grant County. I have a large investment in these animals and am concerned about their health and safety. Should I worry about them grazing out in their paddock?
3802	1122	Business	JIC	This is Cameron Franklin. I own a farm equipment dealership near Jefferson. I'd like to know what measures the authorities are taking to safeguard private and commercial property in the evacuated areas. Have there been any reports of looting or vandalism? When will I be able to get back to work?

For Training Purposes Only

ID	Time	From	To	Implementer
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				Error: The caller was incorrectly told he could gain access by convincing the local police of his need.
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1127				PBA: RTAP at incident scene for monitoring.
------	--	--	--	---

1210				PBA: NOK notifications completed.
------	--	--	--	-----------------------------------

1215				ENDEX
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Consolidated List of Preplanned Errors

JIC News Releases

News Release Time	Information/Discussion	References	Difficulty to Find (1 easy — 5 hard)
N/A	No announcement as to when JIC Media Briefing will occur.	JIC SOPs, p. 3 (5)	2
0904	1. Zones A & B are listed as shelter in place.	Time line; JIC SOPs, p. 2 (3)	2
	2. Zones are not described by boundaries, evacuation routes, reception centers, etc.	JIC SOPs, p. 3 (4)	1
	3. Parents should not be instructed to pick up children at school; schools were evacuated.	JIC SOPs, p. 3 (4)	2
0923	Uses acronym of NCTR (National Center for Toxicological Research) without definition.	PEG VII-O-JIC-2, #8	1
0945	Specifies Arkansas River is open to commercial traffic but closed to private fishers. (JIC Briefing has locks and Dams 4 and 5 closed. This would stop all traffic.)	JIC SOPs, p. 3 (4)	3
1035	Released information “Headline” of “Status of Injured Workers” does not match information provided in release.	JIC SOPs, p. 2 (3)	1
1100	Reference is mustard gas instead of GB. In addition, states nerve agent antidote and exposure, which do not match mustard gas.	JIC SOPs, p. 3 (4)	1

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JIC Media Briefing

Speaker/ Item	Information/Discussion	References	Difficulty to Find (1 easy — 5 hard)
All	Briefers did not define jargon and acronyms.	PEG VII-O-JIC-2, #5	2
Judge Bernard and Fred Shaw	Lack of coordination concerning number of injuries.	JIC SOPs, p. 2 (3)	1
Fred Shaw	Health Department states that the Army has jurisdiction over offpost planting and eating from home gardens.	PEG VII-O-JIC-2, #5	1
All	Briefing is vague and does not provide specific information on areas evacuated, routes, number of injured, etc.	PEG VII-O-JIC 2, #5	1
Moderator	JIC moderator does not provide proper spelling of speakers' names or ensure nameplates are used at the speaker table.	PEG VII-O-JIC-2, #5	2
Fred Shaw	Health Department states, "The safest route now is do not eat any of the food in Jefferson County or for 50 miles north of the arsenal." (Embargo should only affect certain parts of Jefferson County and should be contained to the agriculture in fields. Restaurant and grocery supplies should be ok.)	PEG VII-O-JIC-2, \$5	2
Judge Bernard	Speculation by judge on recovery of injured civilians.	PEG VII-O-JIC-2, #5	4
Judge Bernard	Jefferson County judge reports calling FEMA Director directly and not through official channels.	---	4
Col. Greenlaw	States Igloo F-204, but the actual igloo number is 62-390 (see exercise incident scene diagram).	Scenario: Exercise incident diagram	3
Col. Greenlaw	Army regulations say that "casualties" should not be used. "Injuries" and "deaths" should be used instead.	---	5

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JIC Calls from News Media

Call Time	Information/Discussion	References	Difficulty to Find (1 easy — 5 hard)
0930	Reporter is directed to go to the arsenal, not to the JIC. Although the reporter asked for directions to the arsenal, the media inquiry team member should have clarified where the reporter truly needed to go (JIC or arsenal).	PEG VII-O-JIC-2, #8	4
1010	Speculation as to when everyone knew of the evacuation order.	PEG VII-O-JIC-2, #8	3
1014	Instead of being provided with the requested information, the reporter is told to read news releases.	PEG VII-O-JIC-2, #8	2
1033	During the 1030 JIC media briefing, Judge Bernard reported three people in Pulaski County were taken to the VA hospital for nerve agent exposure. (This demonstrates a lack of internal coordination within the JIC.)	PEG VII-O-JIC 2, #8	1
1115	PIO refuses to release names of injured workers. A press release with the names was issued at 1100, and a previous caller (at 1038) was provided with two of the names.	PEG VII-O-JIC-2, #8	2
	JIC Media Responder says that NCTR will evacuate when plume tail passes; tail was reported by PBA to have passed at 0902.	PEG VII-O-JIC-2, #8	2

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JIC Calls from Public

Call Time	Information/Discussion	References	Difficulty to Find (1 easy — 5 hard)
0856	The caller was directed to travel west into the potential plume area and into areas evacuated.	PEG VII-O-JIC-2, #10	2
1012	The direct driving route would take the caller through the evacuated areas. He should have been directed to go around the evacuated areas. Although the traffic and access control points should prevent actual entry, the caller should not receive incorrect information from the JIC.	PEG VII-O-JIC-2, #10	2
1122	The caller was told incorrectly that he could gain access by convincing the local police of his need.	PEG VII-O-JIC-2, #10	2

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Part 6:

**IPE Pilot Course
Evaluation**

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Pilot Training
Integrated Performance Evaluation
[Place, Date]

Course Feedback Form

Unit	Did Not Attend	Quality of Content (1 low, 5 high)					Quality of Instruction (1 low, 5 high)					Unit Objectives Met (1 not at all, 5 completely)				
Course Introduction and Overview		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
CSEPP Review — Emergency Exercise Evaluation and Control <i>Experienced Evaluators and Controllers</i>		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
CSEPP Introduction to Emergency Exercise Evaluation and Control <i>New Evaluators and Controllers</i>		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Introduction to Integrated Performance Evaluations <i>Experienced Evaluators and Controllers</i>		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Introduction to Integrated Performance Evaluations <i>New Evaluators and Controllers</i>		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																

Course Feedback Form (Cont.)

Unit	Did Not Attend	Quality of Content (1 low, 5 high)					Quality of Instruction (1 low, 5 high)					Unit Objectives Met (1 not at all, 5 completely)				
Activity 1: Response Stream Identification		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Activity 2: Developing a Team Time Line		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Activity 3: Pre-Exercise Planning		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Activity 4: Exercise Observation and Data Collection		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																
Activity 5: Exercise Report Writing and Time Line Development		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Comments:																

Course Feedback Form (Cont.)

Overall Course Evaluation	(1 strongly disagree, 5 strongly agree)				
The course had <i>clearly identifiable</i> objectives.	1	2	3	4	5
The course had <i>appropriate</i> objectives.	1	2	3	4	5
The instructors were knowledgeable about the topics presented.	1	2	3	4	5
The subject matter maintained my interest.	1	2	3	4	5
The course used appropriate instructional methods.	1	2	3	4	5
The course used appropriate instructional materials.	1	2	3	4	5
The physical facilities were satisfactory.	1	2	3	4	5
The course met my expectations.	1	2	3	4	5
The course will be of value to me in my evaluation activities.	1	2	3	4	5
I would recommend this course to other evaluators.	1	2	3	4	5

In the space below, please provide overall impressions of this training. (*For example, what did you like most or least? What specific things should be improved or changed? Use the back of this page if you need more room.*)

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Part 7:

**Instructor Copy
Stream Coded**

**Evaluators A, B, and C
Notes and Observations**

Rushmore County EOC

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Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream	Eval.
0800		Evaluator arrives at Dispatch (911) Center. No pre-positioning of EOC personnel is observed.		A,B,C
0825		Emergency management personnel start arriving for work (normal duty hours are 0830–1700).		C
0830		The controller makes a phone call to the EOC, checking to see if play has started.		A
0840		Start exercise		A,B,C
0839		Rushmore County Dispatch (911) Center (24-hour warning point) receives a call from BACD via the Depot/County Hotline informing them of a chemical event at the depot through a reading of Emergency Notification Form. Installation Commander provided Chemical Event Notification Level (CENL) and off-post PAR to Rushmore, Cody, and Badlands Counties. (Evacuate Zones 1 and 2) Time of Event: 0830 Speed/Direction of Wind: 2.1 mph from 039° Agent: HD (mustard) Injuries to workers: extent unknown End of Call: 0842	HA	A,B
0840		Dispatcher covers the phone mouthpiece and says on the EOC sound system: “EM director report to Dispatch” and pushes the all-call pager button.	PW	B
0841		Dispatch notifies the Rushmore Director of Emergency Management (DEM) and Center staff to initiate telephone call-down of EOC staff using alert/warning roster. (Note: The date printed on the roster is 1 year old - problem??)	PW	A
0841		EM staff’s pagers start beeping.	PW	C
0842		EM staff rapidly set up EOC (placing each response agency/position’s procedural binder on a desk, getting telephones checked, etc.).	PW	C
0842		Dispatch notifies West Dakota EOC and reads ENF to State EOC Duty Officer.	HA	A
0843		DEM calls the depot, requests liaison, and is told that the liaison cannot be sent because of the plume path.	PW	B
0843		DEM asks EOC hazard analyst to provide more information on the plume path: “What do you have for me to work with?”	HA	B

**Badlands Community CSEPP Exercise
Rushmore County EOC**

Time 24 hr	Juris.	Activities	Stream	Eval.
0844		EOC receives PAR and hazard plot from FEMIS. Hazard analyst tells DEM that telephone and FEMIS information is consistent.	HA	C
0845		County Judge and City Mayor arrive and confer with DEM, accept depot PAR (agree to evacuate Zones 1 and 2 as first PAD; pre-determined default PAD).	PAI	A
0845		Mayor (who is also the PIO) calls University of West Dakota Journalism Department and requests that the JIC be set up.	PI	B
0845		First siren activation by County (silent test of 19 sirens).	PW	A
0846		EOC is activated. Staff and department representatives begin to arrive.	PW	C
0846		Fire Chief alerts Rushmore County Fire Department to prepare to route alert in Zones 1 and 2, if necessary, and then informs them that they should report to reception and Decon Station at Camp Roosevelt.	PAI	B
0848		DEM briefs EOC personnel and agency representatives. County is in the process of evacuating Zones 1 and 2. Sirens sounded. EAS message will be broadcast at end of siren sounding. Time of Event: 0830 Speed/Direction of Wind: 2.1 mph from 039° Agent: HD (mustard) Injuries to workers: extent unknown		A,C
0848		County Heath representative notifies St. Mark's Hospital of a chemical event at BACD and states that there have been injuries, but the extent is unknown.	VC	C
0848		Siren activation concludes. (Note: simulated siren/silent test.)	PW	A,C
0849		DEM confers with Superintendent of Schools to determine whether schools are in session. (Note: schools are not in session.)	PAI	B
0849		City police arrive to provide EOC security.	PAI	C
0849		PIO, DEM, and judge release first EAS message to radio station; news advisory is prepared and faxed to media.	PI	A
0850		Tone alert radios are sounded in selected sectors and special facilities.	PW	C
0851		County established FEMIS communication with state.	HA	C
0855		First BACD press release arrives at County via facsimile.	PI	A

**Badlands Community CSEPP Exercise
Rushmore County EOC**

Time 24 hr	Juris.	Activities	Stream	Eval.
0855		Medical Coordinator started contacting special-needs people and calling nursing homes.	PW	C
0856		County ambulance and fire rescue vehicles are dispatched to staging area 1.	PAI	B
0858		RACES confirms contact with State and Cody and Badlands Counties.		C
0859		Communications Officer reports EAS message heard, tone alerts have operated successfully, and 17 sirens are operational.	PW	A
0900		DEM directs Fire Chief to route alert the areas around the 2 non-operational sirens and have vehicles and personnel report to Camp Roosevelt. (Note: no information as to what they will say is provided.)	PAI	A
0900		Fire Chief dispatches all unused equipment to staging area 2.	PAI	B
0902		County Fire Service dispatches truck to Flatlands Recreation Area to alert campers and boaters to listen to EAS station, afterward report to Camp Roosevelt.	PAI	C
0902		DEM confers with the State EOC as to rail and interstate status.	PAI	A
0902		DEM briefs EOC and declares it fully operational. County is in the process of evacuating Zones 1 and 2. Sirens sounded. EAS message broadcast.		A,B
0903		PIO places a recorded message on City Line Cable.	PW	B
0905		BACD requests which hospital to send injured worker.	VC	A
0905		State Police Dispatch informs County Dispatch 6 that state troopers are being assigned to the City of Rushmore and will report to the City Police Department.	PAI	B
0905		State Occupational Safety and Health representative reminds Rushmore Health Department representative about PPE use.	PAI	C
0905		PIO faxes EAS message and news advisory to State EOC.	PW	B
0905		Badlands Chapter of Red Cross confers with Red Cross Chapter representative at Badlands County. Camp Roosevelt is selected as a shelter location.	ES	A
0905		School Superintendent confirms that no students are at schools. Staff have been told to lock and leave all schools.	PAI	C
0905		County and City make local Declarations of Emergency.	PAI	A
0905		BACD ENF received and then faxed to State EOC.	HA	C

Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream	Eval.
0906		DEM confirms with State EOC that all rail traffic has been stopped from entering the IRZ and PAZ, and trains there are being exited.	PAI	B
0908		Law Enforcement dispatched three TCPs (Nos. 3, 4, and 5) and confirmed with Public Works that barriers are being delivered to TCPs.	PAI	C
0908		Law enforcement informs Cody, Badlands, and State Law Enforcement representatives of TCPs.	PAI	C
0912		PIO informed State EOC Ops Officer of local Declaration of Emergency by Rushmore County and City of Rushmore and that a fax will follow to the State and JIC.	PI	A
0915		PIO initiates a conference call to Depot, State, and Rushmore and Cody County PIOs to decide if they are going to activate the JIC. Parties agree to activate the JIC.	PI	A
0915		BACD requests which hospital to send additional injured workers.	VC	C
0915		Rushmore Fire and RACES report in from JIC, being set up.	PI	B
0916		A VIP tour arrives at EOC, and security will not let them in. One evaluator goes out to try to resolve the situation. The VIPs are permitted inside with an escort.		C
0916		State Police representative at State EOC informed Law Enforcement of plan to block exiting of interstate at exits 12, 13, and 14; troopers are being dispatched.	PAI	B
0917		The county agriculture representative discussed the situation at county recreational area and hunting/fishing areas with state fish and wildlife officials and with the state vet regarding available pet-care facilities in the Badlands and with State Department of Agriculture officials regarding possible precautionary quarantine of crops and animals.	PAI	A
0917		DEM declares EOC fully operational (2 nd time) and notifies the State EOC.		C
0917		DEM receives telephone call from ??? (Note: Notified by Badlands EOC that reception for evacuees is to be at Camp Roosevelt; Decon Unit will be in operation soon; and ARC is setting up shelter nearby.)	ES	B
0920		Mock Media arrive at EOC and request admittance. Security denies them. MM then request an interview with DEM. DEM and the evaluator go outside to conduct interview. (Note: Interview concluded at 0940.)	PI	A,C

Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream	Eval.
0920		FEMIS is running on the projection screen, with all boards updated and maps in place.	HA	C
0920		The State Exercise/Training Officer arrives at Rushmore EOC to represent the State.	PW	B
0920		The Deputy DEM briefs the staff at the EOC and calls the State EOC to update the situation.		B
0920		The ARC representative informed by the Badlands ARC of a request for State assistance (troopers, social service representatives, and animal care) at its designated shelter at the Badlands Park District's Camp Roosevelt.	ES	C
0921		The Communications Officer states that the NOAA message was heard, as well as the EAS message, from Cody County and distributes copies of these messages.	PW	C
0925		Baxter Care Center requested transportation assistance from the Medical Coordinator for evacuating two "residents" in wheelchairs. Other residents were placed in the van to go to Camp Roosevelt.	PAI	B
0930		The State PIO receives a media release via fax.	PI	B
0934		EOC department tasking status is reported.		B,C
0934		Medical Coordinator reported receiving assistance requests from three special-needs persons: one with a feeding tube, one who is paralyzed and on oxygen, and one who is blind. DEM receives this information at 0940 and subsequently determines to shelter them in place, as they are unreachable at this time. <i>Evaluator note to self: These people seem to be forgotten, as no follow-on action occurred during the exercise.</i>	PAI	C
0935		The State exercise and training officer arrives.	PW	B
0935		Rushmore PIO reports having arrived at the JIC.	PI	B
0940		The County Ambulance Service reports arriving at Baxter and loading residents to take to St. Mark's and then proceeding to Camp Roosevelt for decon.	PAI	C
0940		BACD provided situation report by phone and fax; Rushmore faxes to State and Badlands County.	HA	B
0942		Fire Chief reports all route alerting completed and County Fire Service reports its route alerting at recreation area and three fishing spots is completed; <i>all units are going to Camp Roosevelt for decon.</i>	PW PAI	B

Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream	Eval.
0945		ARC reports that the shelter at Badlands Park District is being activated according to Badlands County ARC.	ES	C
0945		Public Works has barricades in place, and police have TCPs operational.	PAI	A
0946		Law Enforcement requests two State trooper assist at TCP Nos. 3 and 4. TCP No. 2 stays in reserve.	PAI	B
1009		Cody EM is stopping westbound traffic from entering Rushmore County.	PAI	C
1010		Lift van reports two Baxter residents dropped at St. Mark's.	PAI	A
1010		EOC briefing.		A
1015		Mayor notified that the JIC was operational at 1010; major rumor received regarding large cattle kill.	PI	A
1016		Discussion of what is going on with the dead animals. "That's not in the extent of play." Determination by EOC staff is that no animals were located in the downwind area of Zones 1 and 2, and if there were, how would anybody know since they were all evacuated. Rumor dismissed as just that — a rumor. (Note: no further action taken.)	HA	A,B
1016		State Health Coord. informs Health Coord. that public drinking water sources in Rushmore and Deere Counties for downwind towns have been shut down pending further information.	PAI	C
1016		Police Chief reported status of traffic at TCPs is "very light to negligible."	PAI	B
1016		TCPs withdrawn; end of play.	PAI	B
1017		Discussion of whether or not access control to the evacuated area is needed.	PAI	A
1020		Map of county is studied, and 15 access control points (ACP) are determined to be required if the area is to be "secured."	PAI	A
1021		The Police Chief calls the State EOC to request State Troopers to assist at ACPs.	PAI	C
1050		All Public Works, Fire Department, Police Department, and Ambulance equipment is currently located at staging areas 1 and 2, with the exception of cruisers at the TCPs.	PAI	B
1050		The mayor is informed that the first press conferences at the JIC are scheduled for 1130 and 1230. Press releases will be prepared for distribution.	PI	A

Badlands Community CSEPP Exercise Rushmore County EOC

Time 24 hr	Juris.	Activities	Stream	Eval.
1101		The mayor informs the DEM of the latest rumors and that a press release is being prepared by JIC to combat the rumor that five depot workers are dead and five are clinging to life.	PI	A
1110		FEMIS is not interactive with the State EOC.	HA	C
1125		The mayor briefs the EOC on the JIC news conference and also on the news conference held at the State.	PI	A
1130		The DEM, judge, and mayor review new information from the depot and decide to leave PAD in place, call the State EOC to discuss actions, and continue present PAD.	PAI	A,B
1135		Badlands ARC is opening a shelter at noon at County fairgrounds.	ES	C
1140		Hazard analyst in concurrence with DEM said his calculations of the plume posed no threat to the population. Plume is well inside of the depot.	HA	B
1151		An EOC briefing is conducted as to revised State, depot, and county response due to new information.	HA	A,C
1215		A copy of the State Declaration is faxed from the Governor's office to Rushmore.	PAI	A
1216		National Guard told to deploy an Engineer Company to the City of Rushmore Armory to assist at the Red Cross shelter and at the ACPs.	PAI	B
1217		Badlands ARC reports on shelter status and unmet needs.	ES	C
1320		Exercise terminated.		A,B,C

Note: ES = evacuee support; HA = hazard analysis; HM = hazard mitigation; PAI = protective action implemented; PI = public information; PW = population warning; and VC = victim care.

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